

PD-ABD-583

ISN 75051

---

---

**FINAL REPORT**

---

---

**EVALUATION OF WEST BANK / GAZA  
COOPERATIVE SECTOR PROJECTS**

**Prepared for  
U.S. Agency for International Development  
under Contract No. ANE-0159-C-8059-00**

**April 10, 1989**

**by  
Bruce H. Kratka  
Gene F. Miller  
David E. van Tijn**

---

---

**TvT Associates**

---

---

**503 Capitol Court, N.E., Suite 300 ☐ Washington, D.C. 20002 ☐ (202) 547-4550 ☐ TELEX 440730 ITS UI**

## **PREFACE**

The evaluation of two A.I.D.-funded projects in the West Bank and Gaza, ANERA and ACDI (CDP), was in three parts: a team planning meeting on September 26-27, 1988 in Washington, DC; field work and draft report preparation in the West Bank and Gaza; and final report preparation at TvT Associates in Washington, DC.

Field work and report drafting was carried out from October 17 to November 21, 1988 by a two-member evaluation team:

Mr. Bruce Kratka      Team Leader/Institutional, Management  
and Training Specialist

Dr. Gene Miller      Cooperative/Marketing/Credit Specialist

The final report was prepared and edited by Mr. Bruce Kratka and Dr. David van Tijn, TvT Vice President and Technical Director.

## **ACKNOWLEDGEMENTS**

The Evaluation Team acknowledges the contribution made by Stephen Grant, PVO Officer, Asia/Near East Bureau; Ms. Liane Dorsey, Political/Economic Officer, Consul General, Jerusalem; and Mr. Jake Waller, Economic Officer, American Embassy, Tel Aviv; who spent time briefing the team, generally facilitating the evaluation process, and providing feedback on early drafts of the report.

The Team is grateful also for the cooperation and assistance of the staffs of both CDP and ANERA and the Regional Directors, Follow-Up Committee, and the Chairmen and Managers of the Cooperatives. The Mayors of several cities in the West Bank and Gaza provided valuable assistance to the Team in the field.

## CONTENTS

	<u>Page</u>
Preface	ii
Acknowledgements	iii
Basic Project Identification Data	vi
Executive Summary	viii
Evaluation Matrix	x
Glossary	xi
1. Background	1
1.1 A.I.D. Strategy	1
1.2 The A.I.D. Program	2
1.3 The West Bank/Gaza Socio-Economic Situation	2
1.4 Agricultural Overview	3
1.5 Major Constraints to Development	3
1.6 United States Assistance	4
1.7 Purpose of the Evaluation	5
2. Methodology	6
3. External Factors	9
4. Project Logframes	10
4.1 ANERA	10
4.1.1 Purposes, Goals and Objectives	10
4.1.2 Expected Outputs	10
4.1.3 Intended Beneficiaries	10
4.2 ACDI	11
4.2.1 Goals and Objectives	11
4.2.2 Expected Outputs	12
4.2.3 Intended Beneficiaries	13
5. Project Management and Operations	14
5.1 ANERA	14
5.1.1 Sector Focus	14
5.1.2 Planning and Implementation	14
5.1.3 ANERA Operations	15
5.2 CDP	17
5.2.1 Sector Focus	17
5.2.2 Planning and Implementation	17
5.2.3 CDP Operations	21

5.3	Collaboration and Coordination	22
6.	The Projects and Their Progress/Outputs/ Implications	24
6.1	ANERA	24
6.1.1	Rural Agriculture Projects	24
6.1.2	Socio-Economic Improvement Outputs	27
6.1.3	Vocational Training/Other/ Health Care	28
6.2	CDP	29
6.3	Expanding and Strengthening Capabilities of Coops	31
6.4	Economic Benefits	32
6.5	Women in Development	33
6.6	Sustainability	34
7.	Findings, Conclusions and Recommendations	35
8.	Lessons Learned	48

## Appendices

following 48

- A - Evaluation Scope of Work
- B - Project Logframes
- C - Bibliography
- D - Persons Contacted
- E - CDP Output Data
- F - Distribution of ANERA and Counterpart Inputs
- G - Case Studies
- H - Maps and Charts
- I - CDP and ANERA Staff and Consultants
- J - ANERA Project Tracking System Forms
- K - Background Information

## BASIC PROJECT IDENTIFICATION DATA

1. Country: West Bank and Gaza Strip
- 2a. PVO: American Near East Refugee Aid (ANERA)
- 2b. Project Title: West Bank/Gaza Development Assistance III
3. Project Number: 398-0159.06 (earlier 298-0159.06); 298-0162
- 3a. Grant Number: AID/NE-C-1708 29 August 1980
4. Project Dates:
  - a. First Project Agreement: 1975
  - b. Present Project Agreement: 1980
  - c. Final Obligation Date: 1989 (anticipated)
  - d. Most recent Project Assistance Completion Date (PACD): 8/90 (anticipated)
5. Project Funding: (amounts obligated to date in dollars or dollar equivalents from the following sources:

a. A.I.D. Bilateral Funding (grant and/or loan)	US\$11,389,813
b. Other Major Donors	US\$ -
c. Host Country Counterpart Funds	US\$15,492,700
TOTAL	US\$26,832,510
6. Mode of Implementation: Cooperative Agreement between USAID and American Near East Refugee Aid operating through cooperatives and municipalities in the West Bank and Gaza.
7. Project Designers: American Near East Refugee Aid and the individual entities involved.
8. Responsible Mission Officials:
  - a. Consul General (Jerusalem); U.S. Embassy (Tel Aviv); West Bank/Gaza Working Group (A.I.D./Washington)
  - b. Project Officer: Stephen Grant, A.I.D./ANE/TR/HR
9. Previous Evaluation: External evaluation by ACDI in 1985

## BASIC PROJECT IDENTIFICATION DATA

1. Country: West Bank and Gaza Strip
- 2a. PVO: Agricultural Cooperative Development International (ACDI)
- 2b. Project Title: Cooperative Development Project (CDP)
3. Project Number: 398-0159.23
- 3a. Grant Number: ANE-1059-G-SS-6020-00 19 February 1986
4. Project Dates:
  - a. First Project Agreement: February 1986
  - b. Final Obligation Date: Planned 12/31/88, Extended to 2/91
  - c. Most recent Project Assistance Completion Date (PACD): 2/91
5. Project Funding: (amounts obligated to date in dollars or dollar equivalents from the following sources:
  - a. A.I.D. Bilateral Funding (grant and/or loan) US\$3,046,037
  - b. Other Major Donors US\$ -
  - c. Host Country Counterpart Funds (not available)

TOTAL	<u>US\$3,046,037</u>
-------	----------------------
6. Mode of Implementation: Grant to ACDI with sub-grants to other U.S. cooperative institutions operating through cooperatives in the West Bank and Gaza.
7. Project Designers: ACDI and other U.S. Cooperative Members of OCDC.
8. Responsible Mission Officials:
  - a. Consul General (Jerusalem); U.E. Embassy (Tel Aviv); West Bank/Gaza Working Group (A.I.D./Washington)
  - b. Project Officer: Stephen Grant, A.I.D./ANE/TR/HR
9. Previous Evaluation: Internal Evaluation

## EXECUTIVE SUMMARY

This report, "Evaluation of West Bank/Gaza Cooperative Sector Projects," dated December 9, 1988, is submitted to the West Bank and Gaza Working Group as an interim evaluation for projects 398-0159.06 (formerly 298-0159.06) and 298-0162, West Bank/Gaza Development Assistance III, and project 398-0159.23, Cooperative Development Project (CDP).

The CDP (ACDI) project is designed to deal with the very real shortages of: adequate accounting data or the skills to produce them; the skills for handling credit (loan) programs for members; general management skills; marketing skills; and technical skills of all kinds, especially in equipment operation and maintenance at coops in the West Bank.

The methods used to achieve these goals are primarily through developing and teaching in-country courses, and through the use of "field educators" to visit coops and provide further on-the-job training to reinforce the course material.

West Bank/Gaza Development Assistance III (ANERA) is designed to increase the income of small farmer members and non-members of agricultural cooperatives in the West Bank and Gaza. The primary method of achieving this objective is to support projects (which also require significant contributions from the coops themselves) which: increase production; lower production costs; help with processing and quality control of agricultural products; support marketing efforts or otherwise positively affect income.

The main purpose of this evaluation is to provide the WB/G Working Group with an outside assessment of progress being made by the two A.I.D.-funded PVOs, American Near East Refugee Aid (ANERA) and Agricultural Cooperative Development International (ACDI). A secondary purpose is to help the Working Group make its funding decisions concerning the recent proposals from the PVOs.

The evaluation used the case study, key informant, and document review methodologies. The Team Planning Meeting in Washington developed a list of criteria of coops/projects which would distinguish one project from another, and of values (usually two or three) which these criteria were expected to assume. This list was used as a checklist, to ensure that the thirty-three projects reviewed in depth reasonably covered the characteristics identified. The projects were chosen by ANERA and CDP on this basis.

The team reviewed relevant and available reports, both in Washington and WB/G, and internal reports and reporting



instructions at both ANERA and ACDI. A great many people, both in key positions and, during the site visits, ordinary coop members, were interviewed.

Summaries of Findings/Conclusions and Recommendations are presented in the matrix which follows.

The most important lessons learned are:

- o The flexible structure of the two projects has enabled them to continue to produce quality outputs during the intifada.
- o Loan/credit programs should not be initiated without careful and thorough training of loan managers, loan administrators and borrowers in their respective duties.
- o When planning an increase in output, an assessment should always be made as to how and to whom to market the increased output, before committing to the investment needed for output growth.

CDP (ACDI) technical training and support has been good. Training in non-technical fields (management and accounting) have provided measurable improvements in the capabilities of trainees. It has not been sufficient, however, to substantially improve the accounting systems of cooperatives. In response to the intifada, greater reliance has been placed on short (one-half or one-day) courses taught at location, and on the use of "traveling educators" at individual cooperatives. This change of approach has proved effective. However, there has been a lack of focus of the training. It is recommended that a limited number of cooperatives be targeted for additional training, until they are up to standard.

In addition, a slow start-up, coupled with the lesser numbers of persons taught due to the intifada, has resulted in lower percentages of coop personnel trained than targeted in the original logframe. At present, however, CDP, with a well-trained, mostly Palestinian staff in place and a newly-arrived marketing advisor, is well-placed to perform its original training mission.

ANERA subprojects vary on the whole between successful and very successful. ANERA has recently instituted the use of logframes for their sub-projects, but monitoring and reporting systems need to be brought in conformance with these logframes. The activation of credit programs and marketing systems programs is anticipated in coordination with CDP (ACDI)'s developing training capabilities in these areas.

## SUMMARY OF FINDINGS AND RECOMMENDATIONS

SUBJECT (References)	FINDINGS	RECOMMENDATIONS
1. CDP (1,8)*	CDP training consists of a great variety of courses, many very short. Cost accounting (provision of balance sheets and statements by output) by individual coops is still largely inadequate.	That CDP's teaching volume indicators (e.g., student days) be de-emphasized in favor of "adequate systems" operating in individual cooperatives.  That CDP deploy field educators to reinforce and provide additional on-the-job training to attendees, and to ensure adequacy of coop accounts and systems.
2. ANERA (9,10)*	ANERA is instituting a 'logframe' type instrument for use by cooperatives in preparing fund applications.  ANERA does not now require or prepare maintenance plans for equipment to be acquired by clients.	That ANERA change requirements for periodic reporting by cooperatives, and by ANERA personnel on cooperatives, to reflect these logframes.  That ANERA require subgrantees to prepare equipment maintenance plans, and coordinate with CDP for preparation of training plans and scheduling of field educators.
3. Credit (11,12)*	Experience with ANERA's two credit programs to date is not good; repayment rates are 50 percent and 0 percent. Preparations for additional credit programs are well in hand, with  o the exchange of letters of understanding between ANERA and CDP, and CDP and other A.I.D.-funded PVOs  o the completion of a credit manual (now in Arabic)	That no credit program be started until preparations are completed, i.e.:  o manual used to prepare material for courses to be attended by Boards of Directors, managers, and members of cooperatives.  o the courses be taught at or for a cooperative that is planning to institute a credit program.
4. Marketing (13,14,15)*	"Marketing" type projects, past, current and prospective, run the gamut of activities from increasing and upgrading production, through processing, quality control, storage and preservation, to the finding and servicing of markets. Most of these are successful within their own terms of reference. There is, however, little planning and integration between these phases. In addition, it appears that the internal market is fragmented.  Development of and training in marketing systems has lagged because of the lack of a marketing advisor.	That ANERA increase planning and integration in and between its subprojects, including:  o pro forma market plans before increasing production;  o locating markets before improvements in processing, quality control, storage and preservation; and  o explore the possibility of increasing internal markets by providing better information, transportation, etc.  That CDP target dates for marketing systems and coops be adjusted to reflect current staffing.
5. Private Sector Impact (16)*	At present, many cooperative services do duplicate services available from the private sector. Many private sector services are local monopolies, and the cooperatives provide needed competition. One reason for requiring good cost accounting is to measure and minimize the degree of subsidy provided to cooperatives, so as to yield economic prices for cooperative outputs.	That CDP monitor cooperative prices to reflect the true economic cost of outputs.  That ANERA require subgrantees to report the current private sector cost and availability of services which might compete with the contemplated coop services.
6. Equity and Women Beneficiaries (17,18)*	Cooperatives appear to distribute their benefits equitably between members, and women are qualified for membership in all cooperatives. However, the number of women beneficiaries in general cooperatives is small. Specific women's coops are doing well.	That ANERA and CDP continue to expand the use of women coordinators to work with potential groups of women producers.

\*Numbers in parentheses refer to serial entries in Section 7, Findings/Conclusions/Recommendations, which are abstracted here.

## GLOSSARY

ACDI	Agricultural Cooperative Development International
A.I.D.	Agency for International Development
AMIDEAST	American Mideast Education and Training Service
ANE	Bureau for Asia and Near East (A.I.D.)
ANERA	American Near East Refugee Aid
BCRD	Bethlehem Committee for Rehabilitation and Development
CARE	Cooperative for American Relief Everywhere
CDF	Community Development Foundation
CDP	Cooperative Development Project
CIVAD	Civil Administration (Israel)
ConGen	Consulate General
CRC	Cooperative Resources Committee
CRS	Catholic Relief Services
CUNA	Credit Union National Association
Dunam	Unit of measurement indicating area of land
EEC	European Economic Community
ECON	Economic
FC	Follow-Up Committee
GOI	Government of Israel
GOJ	Government of Jordan
Intifada	Palestinian uprising
IDF	Israeli Defense Forces
JC	Joint Committee
JCI	Jordan Cooperative Institute
JCO	Jordan Cooperative Organization

JD	Jordan Dinar
LO'L	Land O'Lakes
MCC	Mennonite Central Committee
NCBA	National Cooperative Business Association
NRECA	National Rural Electric Cooperative Association
OCDC	Overseas Cooperative Development Committee
OJT	On-the-job training
P&L	Profit and loss
POL/ECON	Political/Economic
PVO	Private Voluntary Organization
SCF	Save the Children Federation
SOW	Scope of Work
USAID	U.S. Agency for International Development
VAT	Value Added Tax
VOCA	Volunteers in Overseas Cooperative Assistance
WB-WB/G	West Bank - West Bank Gaza
WBWG	West Bank Working Group
WOCCU	World Council of Credit Unions

## **1. BACKGROUND**

### **1.1 A.I.D. Strategy**

Since 1975, the U.S. Agency for International Development (A.I.D.) has been engaged in humanitarian and developmental programs in the West Bank and Gaza (WB/G). The purpose of these direct programs--implemented almost entirely by private voluntary organizations--is to improve the standard of living of the Palestinian people and to demonstrate the continuing concern of the American people for their humanitarian and economic needs.

In late 1986, the Jordanian West Bank/Gaza Development Program was established by the Government of Jordan to stimulate the economic and social development of Palestinians in the WB/G. Until 1988, the United States has assisted this program through mechanisms that generate local dinar currency.

In order to more clearly define U.S. goals in the WB/G, measure progress towards those ends, and clarify relationships between the various development efforts, A.I.D. in 1986-1987 performed an analysis of the political, social and economic contexts of the WB/G, resulting in the following goals.

**Goal 1: Promote WB/G economic growth by**

- (a) facilitating market entry, market access, management and production in the agricultural and manufacturing sectors;
- (b) stimulating financial market development; and,
- (c) stimulating community-based income generation.

**Goal 2: Create a more favorable policy environment for WB/G individuals and enterprises, in particular in the agricultural and manufacturing sectors, to stimulate and expand export markets and promote efficient financial market development.**

**Goal 3: Increase capacity of public and non-public institutions to support economic activity in the Occupied Territories, particularly through**

- (a) private enterprise organization, including cooperatives;
- (b) financial market institutions;
- (c) municipal and village government; and
- (d) non-municipal non-profit institutions.

**Goal 4:** Improve social services in the West Bank and Gaza, by addressing:

- (a) health services
- (b) education services
- (c) housing services

## **1.2 The A.I.D. Program**

Over \$83 million has been obligated through FY 1988, for a wide range of activities designed to improve the standard of living of the Palestinian people and to demonstrate the concern of the American people. Since the program's inception, it has been implemented almost entirely by private voluntary organizations (PVOs). The PVOs are the backbone of the direct U.S. assistance program and will continue to be for the foreseeable future. In addition, since FY 1986, the U.S. has also contributed \$18.5 million to the Jordan West Bank/Gaza Development Program, through mechanisms that generated local dinar currency for the Government of Jordan. These dinars were then jointly programmed by the GOJ and USAID/Jordan.

## **1.3 The West Bank/Gaza Socio-Economic Situation**

The West Bank and Gaza are different in character and socio-economic development. Up to 1967 Gaza was administered by Egypt and the West Bank by Jordan. Gaza is more densely populated than the West Bank, has a higher proportion of refugees, and a higher population growth rate. Presently Israel governs the WB/G through a Civil Administration (CIVAD) under the authority of the Ministry of Defense. Both the West Bank and Gazan Palestinians have a degree of local control of local affairs. Jordan recently withdrew major support from the West Bank and has caused more uncertainty about the future.

Palestinians have had reasonable access to education and tend to be well educated. Job prospects are limited and as a result numbers of educated Palestinians have obtained employment outside the WB/G.

Population estimates vary but it is clear that demographic pressures are increasing. Recent estimates are WB 938,000, and Gaza 526,000; a total WB/G population of 1.46 million people. There are roughly 1.5 million Palestinians living in Jordan and one million in other countries.

## **1.4 Agricultural Overview**

After a period of growth through the 1970s, agriculture in WB/G stagnated during the 1980s. While it accounts for a declining share of income for WB/G, agriculture remains one of the primary productive sectors of the economy. Inadequate (both in terms of overall volume and accessible delivery and accounting systems) agriculture credit and marketing are commonly cited as one of the primary constraints in the agricultural sector.

## **1.5 Major Constraints to Development**

Palestinians in the WB/G confront a wide array of constraints that directly and indirectly inhibit economic development. Both agriculture and industrial production have experienced negative growth since 1980.

Four major constraints face WB/G:

1. Constraints to external market access and to internal market entry;
2. Lack of a developed financial market, i.e., institutions, monetary instruments, and policies;
3. Lack of support services for enterprises (firms and cooperatives) in all sectors;
4. Inadequate physical and social infrastructure.

The important constraints confronting agricultural production and marketing are summarized as follows: scarcity and quality of water, fragmentation of farmland, limited and not fully exploited domestic market, declining Jordanian markets, inadequate marketing infrastructure, and credit.

In contrast to the foregoing WB/G socio-economic situation, the Israeli economy has continued to improve. Inflation slowed down from 20 percent in 1986 to around 14 percent in 1988. Economic activity picked up and the gross domestic product (GDP) grew by 4.6% in 1987, following a 2.2 percent rise in 1986. However, further currency devaluation is expected in the near future. GDP growth for 1988 is projected at 3 percent in real terms. The comparison of WB/G socio-economic performance to Israel is important because WB/G economic expectations are linked to the visibly higher Israeli standard of living.

## 1.6 United States Assistance

### 1.6.1 A.I.D. Supported Program in WB/G

The A.I.D. development assistance program to WB/G was initiated in FY 1975 and is implemented mainly through grants to PVOs. A.I.D. also supports two worldwide programs: Food for Peace (FFP) and American Schools and Hospitals Abroad (ASHA). In addition, until 1988, the Government of Jordan used local currency generated from A.I.D.-funded commodity imports.

A.I.D. is presently funding six PVOs:

- o Agricultural Cooperative Development International (ACDI)
- o America-Mideast Educational and Training Services (AMIDEAST)
- o American Near East Refugee Aid (ANERA)
- o Catholic Relief Services (CRS)
- o Save the Children Federation/Community Development Foundation (SCF)
- o Society for the Care of Handicapped Children (SCHC), an indigenous PVO in Gaza

Two PVOs (ANERA and ACDI) are evaluated in this report.

"Developmental programs are operating under two broad objectives, i.e., formulating and implementing projects with indigenous self-help efforts in the West Bank and Gaza Strip. They are: 1) help the local Palestinian society develop its ability to increase or improve employment and income education opportunities, and health care, and 2) assist the society as it addresses the problems of building and strengthening its institutions which, in turn, allow the people to gain added control over their own lives."

Generally, ANERA has assisted cooperatives, nursing and technical schools, and municipalities. Twenty-eight cooperatives have received assistance in land reclamation and mechanization and another 22 in such areas as electrification, dairy and food processing, agriculture marketing and irrigation. Municipal projects have included a wholesale fruit and vegetable market, a light industrial park and a rainwater conservation system. The Cooperative Development Program (CDP), begun in 1986 by ACDI and other members of the U.S. cooperative movement, complements ANERA's support of cooperatives with training and technical assistance to cooperative leaders and members in such areas as organizational development, financial management, and technical assistance.

A credit manual of systems and procedures was completed in English in October 1988. It will be translated to Arabic and be used for training and implementation in the first new ANERA credit program.



A data base on the 192 active cooperatives in the WB was completed and computerized in November 1988. This data base can provide a base against which to measure progress in WB cooperatives.

#### **1.7 Purpose of the Evaluation**

The main purpose of the evaluation is to provide the WB/G Working Group with an outside assessment of progress being made in the cooperative sector by the two A.I.D.-funded PVOs, ANERA and ACDI. A secondary purpose is to furnish information which will help the West Bank Working Group (WBWG) make its technical and funding decisions concerning recent proposals from the two PVOs. This evaluation takes place during the eighth year of the ANERA grant and during the third year of the ACDI grant.

## 2. METHODOLOGY

This evaluation follows the general guidance contained in A.I.D. Handbook 3, and its relevant supplements.

The evaluation team used a case study technique (site visit - detailed data collection). The 33 cases studied constitute the major part of the evidence upon which the team based its assessment.

The cases were selected from the 200 projects to cover the range of A.I.D.-funded ANERA and ACDI activities. The team is aware that they do not cover the entire range of potential permutations of information desired. Projects visited were chosen by the PVOs to satisfy the criteria established during the team planning meeting, consistent with accessibility.

The evaluation team has tried to describe the actual events and/or situations that have occurred within the institutions studied. The events/situations are described in as great detail as possible within the constraints of the evaluation. It should be noted that these cases do not necessarily describe a principle or a topic, or a "set" of management activities. It was determined early on that the institutions to be evaluated were not easily classified as a logical unit of structural theory.

The evaluation team studied the selected cases in order to deal with the changes, conflicts, issues, relationships and the progress the institutions had achieved over the project's life. These factors were explored in terms of the individual, the group, i.e. cooperative/municipality, and the concepts involved and integrated with the team SOW and objectives/responsibilities of the many clients of the evaluation.

The team also met with Israeli government officials, U.S. ConGen/Embassy officials, PVO officials and other interested parties, both collectively and individually. The itinerary and the personnel contacts are shown in Appendix D. Altogether eleven days were spent on site visits in the WB/G.

Not all the information hoped for during the A.I.D. Washington team planning meeting was acquired in the field, due to five constraints:

- o Insufficient time at project sites to fully address the objectives stipulated in the scope of work.
- o Lack of records at project sites.
- o Some gaps in sub-project records at the ANERA office, as well as the need to cumulate project information from sub-project files by hand.

- o The existence and implications of the Value Added Tax (VAT), and the income tax, have resulted in few records being available.
- o The intifada (uprising). This was the most important of the five constraints as the following examples will attest.

#### Jericho Agricultural Marketing Cooperative

The City of Jericho was under curfew because of bus killings. The team, however, met with many of the cooperative personnel (manager, members of the Board and farmers). The meeting, held in a farmer's back yard, was useful and informative, but access to data was impossible.

#### Khan Younis Municipal Slaughterhouse

The team was under curfew for about two hours in the mayor's office, below which in the street a tear gas canister exploded. The mayor calmly turned off the air conditioner, closed the curtains, reseated himself, and exclaimed, "I can't think with such problems going on." Examination of documents was impossible.

#### Hebron Agricultural Marketing Cooperative

IDF sealed off the cooperative office site. Records were unavailable.

#### Halhul Municipal Wholesale Fruit & Vegetable Facility

A necessary follow-up call proved to be impossible due to political turmoil.

#### Nazleh Sharkiya Agricultural Cooperative

There was severe political unrest in the village. The team was advised by the local population to spend little time at this site.

#### Beit Sahour Consumer Cooperative

Political instability existed, and the team was advised to spend little time at this site.

#### Beit Jala Municipal Light Industry Complex

Very few stall tenants were at the site because Israeli authorities had come to "collect" taxes. Rentors had closed and left for the day. Another visit was made later.

Despite difficulties, the case study methodology provided the team with data and perceptions adequate for a sound evaluation. The combination of on-site visits and consultant conversations with responsible officials was particularly useful.

This evaluation focuses on the goals, purposes and outputs as set forth in the respective grant documents of ANERA and ACDI and measures the progress achieved during the grant period. Several ANERA case studies address sub-projects funded under previous grants, going back to the late 1970's.

### 3. EXTERNAL FACTORS

The WB/G currently confronts one of the most severe crises since the 1967 occupation: *Intifada* (uprising). The *intifada* and the Israeli counter-measures have disrupted the entire range of socio-economic activities in WB/G. Confrontations and hostile attitudes have intensified since the uprising began in early December 1987. Due to the extreme unrest and the military curfews (shutdowns) of communities, and at times the closure of the entire WB/G, project activities have suffered. This has particularly impacted on ACDI's original schedule of course offerings.

A second major constraint is the Jordanian withdrawal in July 1988 from the West Bank. The withdrawal of Jordan's support may negatively impact on the A.I.D.-supported projects, particularly in the agricultural sector, and specifically, the cooperative sub-sector. Important Jordanian linkages are at stake, e.g. cooperative registration, services and salaries. This may be a blessing in disguise, however, as West Bank agriculture may be forced to initiate development programs and measures not contemplated before the Jordanian withdrawal.

Third, the decline in value of the JD from three to two U.S. dollars in the last six months of 1988 has resulted in many farmers being unable to purchase planned inputs to the detriment of their ability to service credit obligations.

Fourth, weather and farm input and output prices can significantly affect the profitability of the farm enterprise, and therefore, the viability of many agricultural cooperative endeavors.

Fifth, a new agreement with GOI allows the WB/G to export to the U.S. and EEC directly.

## **4. PROJECT LOGFRAMES**

### **4.1 ANERA**

No formal logframe exists for ANERA, but the following data follow logframe format and a reconstructed logframe is presented in Appendix B.

#### **4.1.1 Purposes, Goals and Objectives**

The purpose of the A.I.D./ANERA Grants (as stipulated in the Grant Agreements) are to improve and expand agricultural, economic, social and educational services available to West Bank and Gaza Palestinians. Under the ANERA projects, selected institutions and organizations in the WB/G receive financial assistance to enable them to strengthen or expand existing programs or develop new programs geared primarily toward some of the neediest elements of WB/G society.

Generally, the ANERA objectives (activities) have focused on purchase of equipment/supplies to: 1) reclaim land, 2) enable cooperatives to export agricultural products, 3) expand/upgrade cooperative production and marketing capacity, 4) support education and health needs, and 5) provide credit funds.

#### **4.1.2 Expected Outputs**

The Grant Agreement does not describe, nor quantify, the outputs expected from the ANERA projects. The Grant Agreement states that ANERA may select those sub-grantees to receive funding at its discretion, but certain pre-implementation criteria must be met to A.I.D.'s satisfaction.

Internally ANERA has recently started to generate logical frameworks for subprojects. These documents, as available, were used by the evaluation team to assess progress toward expected outputs. For example, ANERA cooperative Project #4 (expected outputs) are "functioning mechanized units in place," consisting of tractors and other farming implements; or verifiable indicators (targets, such as sheds to be constructed).

#### **4.1.3 Intended Beneficiaries**

Each ANERA sub-project proposal to A.I.D. provides information about beneficiaries: (1) direct benefits, and (2) indirect social benefits to the nation. ANERA makes projections in quantifiable terms. The evaluation team found that, though hard to quantify, the effects of ANERA's subprojects are positive and do spread beyond the direct beneficiaries.

Other direct beneficiaries are identified as employees and trainees of the project who gain from opportunities for employment and education/training.

The indirect social benefits to accrue to WB/G at the individual level include greater availability and more sanitary food items such as dairy products, meat, olive oil, and reduced un- and under-employment. At the aggregate level are an expanded livestock industry, etc., and greater exports of agricultural products.

## 4.2 ACDI

### 4.2.1 Goals and Objectives

CDP's broadly stated goal is as follows:

"The goal of the assistance being provided by the Cooperative Development Project is to put into the hands of "entrepreneurial" cooperative managers and leaders the knowledge, skills and confidence to undertake improvements in operations."

The objectives of the ACDI Grant are to:

- Arrange and conduct regional management and accounting workshops to train cooperative managers and senior staff;
- Design and install a standard, simple accounting system for cooperative accounting in all "regional" marketing cooperatives;
- Strengthen capability of cooperatives to use "disciplined" credit;
- Establish or expand clientele of credit unions;
- Establish a viable and disciplined loan system for agricultural cooperative members;
- Improve practices to result in export quality produce by a majority of marketing cooperative members; and
- Complete analysis and make initial decisions on institutionalizing cooperative training.

Further objectives of the Grant are documented in the ACDI proposal entitled "Cooperative Development Project on the West Bank and Gaza", dated June 7, 1985 and are a part of the initial ACDI Grant by reference.

- 3      Effective, professionally competent extension agronomists serving the members of all "regional" marketing cooperatives (page 34 of the ACDI proposal).
- Increased productivity and income and availability of better housing, electric power and savings services for members of assisted cooperatives (page 35 of the ACDI proposal).

#### 4.2.2 Expected Outputs

The Grant Agreement describes two general kinds of outputs expected from the project. The evaluation team has classified these as: a) institutional development and b) socio-economic improvement.

*The institutional development outputs are as follows:*

- (1) At least 30 cooperative managers and senior staff trained (three sessions each) in regional one- to two-week management and accounting workshops held annually in each of three regional centers with trained managers in charge of all "regional" marketing cooperatives.
- (2) A standard, simple accounting system, for coop's accounting of produce marketing on a commission basis designed and installed in all regional marketing coops.
- (3) A viable and more disciplined crop loan system established for agricultural cooperative members. This is further defined as "strengthened capabilities of cooperatives to utilize disciplined credit from loan funds; adequate crop finance available to members of the regional cooperatives or from cooperative credit institutions."
- (4) At least 3 of the family education cooperatives converted into credit unions serving a wider clientele, or at least three credit unions established and successfully operating.
- (5) Effective, professionally competent extension agronomists serving the members of all regional marketing cooperatives.
- (6) At least 3 new non-agricultural cooperatives operating with trained management and accounting; and/or major expansion/consolidation of existing cooperatives for an increase of one-third in membership.



- (7) Full analysis and initial decisions made on the establishment of a cooperative training institute as an adjunct of Bethlehem (or other) University School of Business.

*The Socio-economic improvement outputs are as follows:*

- (1) Improved practices resulting in export quality produce by a majority of marketing cooperative members with WB produce moving from cooperative packing stations and under cooperative contracts to exports in the Persian Gulf and Europe in sufficient volume to support the above and provide a good return to producers.
- (2) Increased productivity and income and availability of better housing, electric power and savings services for members of assisted cooperatives.

#### **4.2.3 Intended Beneficiaries:**

The ACDI Project Proposal states that "approximately 170,000 people (or 20 percent of the population) who utilize cooperatives will be indirect beneficiaries" (p. 13). Certainly the recipients of training are beneficiaries (direct), but the impact of the project on the recipients of improved infrastructure and/or services is not addressed.

## 5. PROJECT MANAGEMENT AND OPERATIONS

### 5.1 ANERA

#### 5.1.1 Sector Focus

ANERA's sectoral emphasis is primarily on agriculture, and next on aiding municipalities. Totals of subgrants by sector are displayed below. Dollar amounts (in thousands) are totals of A.I.D. and counterpart funds.

Agriculture:	\$11,993
plant production	\$ 6,000
animal husbandry	2,000
reclamation	1,500
processing	1,333
irrigation	600
marketing	450
credit	60
	<u>\$11,993</u>
Municipalities	6,500
Health	3,500
Education	3,000
Miscellaneous	2,300
TOTAL	<u>\$27,293</u>

#### 5.1.2 Planning and Implementation

##### Commodities and Construction

In general, the team found that the commodities and construction provided through the sub-grants were, with some exceptions as noted below, technically sound and commensurate with WB/G financial capability and actual needs. Procurement procedures were adequate and expeditious in view of the harsh realities of the many external factors impinging on the projects. The exceptions were:

- o The equipment for the mini-dairy plant in Al-Nassaria arrived six months late, but no appreciable negative impact was observed. No other equipment delay of importance was noted.

- o Construction problems associated with the Gaza municipal storm water site are discussed in Section 6.

#### Technical Assistance and Training

ANERA employs a full-time expatriate as field representative, and three full-time local professionals who are continuously providing technical assistance to local project personnel, especially on matters of accounting, management, cooperative principles, and agronomy. The team is particularly pleased to note the high proportion of work time the ANERA staff spends in the field. On the short-term consultancy side, twelve specialists have worked on ANERA's projects.

It should be noted that technical assistance on behalf of ANERA projects is often facilitated or initiated by ANERA, but provided and funded by other organizations. Examples are: CDP, UNDP, Jordanian Royal Scientific Society, various contractors and suppliers, and a variety of East and West Bank institutions.

The technical assistance provided to WB/G through ANERA has had a positive impact in areas such as training, institutional development, "extension" activities, community services, and employment generation. Current and past advisors have contributed to significant accomplishments. A problem has arisen on the Phylloxera project, where the consultant did not deliver hands-on training to personnel at one coop nursery, and only about ten percent of the budded cuttings have survived. Recruitment for an alternate consultant is now in progress.

ANERA projects existed for several years before the CDP project began. The training program of the CDP project has been able to build upon past efforts as well as the social infrastructure afforded by the multitude of ANERA projects.

#### 5.1.3 ANERA Operations

It is implicitly, if not explicitly, stated in the ACDI evaluation of ANERA (September 1985) that ANERA should document all activities relating to project activities and incorporate them into an organized coherent filing system. Review of ANERA's present documentation and filing procedures clearly indicates a need to upgrade the entire system. It is particularly important at this time, as ANERA's A.I.D.-funded activities continue to expand, and significant A.I.D. funds are proposed for the future. ANERA's formal reporting documents are shown in Appendix J.

Several important project management improvements have been recently incorporated into ANERA's Project Management Information system. They are:

1. Periodic (bimonthly or trimonthly) project priority action lists for each professional staff member in the Jerusalem office. The points are agreed upon in team staff meetings and are regularly reviewed by the Representative.
2. Sub-Grant funds disbursement target lists of two main types. First is annual spread sheets of quarterly targets for all projects with expected disbursements. Second is monthly lists of disbursement targets listing amounts and respective institutions. Both types of lists are frequently reviewed and often modified before bank drafts are prepared.
3. Special project reports requested of ANERA are prepared by the ANERA Representative or President or initiated by the staff member responsible. It is in some cases prepared by the grantee institution and is typically an interim status report during the implementation phase or a follow-up report well after completion.
4. A computerized project data base is being established. It will be compatible with the CDP co-op data base.
5. An ANERA-customized Lotus 1-2-3 program for generating computerized feasibility analysis of project economic and financial data is under development. Upon entry of project input amounts, the program generates cash flow, cost-benefit, and sensitivity analyses, among other things. It was used in the last A.I.D. project submission package. It is particularly useful in quickly assessing the replicability of successful projects.
6. A commercial executive scan-card system is in use by ANERA representative in tracking all projects and special activities.
7. Feedback and ideas are obtained from a variety of forms of informal dialogue with key Palestinian coop movement people, academics, writers, political figures, and other institutional leaders.
8. The reporting forms and systems of ANERA, both old and new, are not now compatible with the information in logframes between ANERA and these sub-projects. The reports need to be modified to reflect the new logframe methodology.

Even given these improvements, ANERA must still address the need to develop and maintain basic internal reporting and evaluating documents, and to upgrade its external reporting system so that A.I.D. requirements can be effectively reviewed, as stipulated in the Grant Agreements.

## 5.2 CDP

### 5.2.1 Focus

The CDP grant agreement was signed in February, 1986, but for a number of reasons, particularly because of delays in approval of various activities and personnel, was slow to develop.

The work plan called for a training advisor position which was filled by an ACDI consultant who speaks Arabic. The Chief of Party resigned after 12 months for personal reasons. Don Thomas, former ACDI President, assumed this role on May 4, 1987. A.I.D. agreement to hire a credit advisor, Richard Neis, was given in October 1987 and he arrived in December 1987. Both the Chief of Party and the Credit Advisor will leave by January 1, 1989. The new Chief of Party, Jack Edmondson, and the Credit Advisor, Phil Brown, will arrive on January 15, 1989. Both Edmondson and Brown were in Jerusalem for ten days during this evaluation to participate in turnover functions. Edmondson has worked more than 25 years in cooperative development; Brown has worked in credit programs in the U.S. and LDCs, including Egypt.

The main focus of the CDP grant is on institutional development of cooperatives in the West Bank and Gaza, primarily through training of coop personnel, and on planning for institutionalization of the coop training function. Indicators in the logframe (see Appendix B) include:

- o developing a Palestinian training staff;
- o development of curricula, teaching materials, and model management, accounting, marketing and credit systems;
- o training of coop personnel, and use by coops of the model systems;
- o planning for the eventual institutionalization of a coop training function.

Note that, though in the logframe the emphasis is on management and administrative systems, courses have also been developed and training and OJT given in technical subjects. The development and installation of identical "model systems" for management and accounting has been abandoned in favor of tailor-made systems for individual coops.

### 5.2.2 Planning and Implementation

During 1986 there were eight months of short-term expatriate consultancy in the areas of credit and finance, marketing, coop

management and operations, and coop education to help CDP develop the implementation plan. Two months was allocated to project startup and one month on village electricity. During 1987, there were the following expatriate consultancies: one month on project tracking and implementation and MIS; two and one-half months on management and operations; three months on marketing, and one month on housing. In 1988, there were two months by an expatriate on marketing and three months by a local consultant on women. The total of ST expatriate consultancy months allocated in the logframe were 35; of these, 21.5 were used. The total LT expatriate consulting months allocated were 87, of which 71 have been used.

Recently, the intifada has made it difficult to assemble multi-day courses for a large group. CDP has increased its reliance on short (one- and half-day) courses taught locally to smaller groups, and reinforced by OJT from traveling educators. As evidenced from the case-studies, this adaptation appears successful.

As far as performance indicators are concerned,

- o A Palestinian staff of five full-time and seven part-time field educators and trainers has been developed, against a project target of fifteen.
- o Curricula and teaching materials have been used in technical subjects and in management and accounting, and marketing. As of the evaluation, a credit manual was being translated into Arabic, and remains to be converted into course material. Courses to date on marketing and credit have been limited (Table E2, Appendix E).
- o Both formal training in courses, and OJT from traveling educators, of coop personnel in non-technical subjects has shown results: in 40 percent of the case studies (Appendix C), CDP training was credited with measurable improvements in operations.

The development and use of "model systems" has been de-emphasized in favor of the development of approaches which can be adapted to individual coop needs.

- o Planning for institutionalization of the training function has not proceeded very far. However, the development of staff, curricula and teaching materials is a necessary first step in such a process. A next step would be to estimate the degree to which user fees can support the training, and this requires better accounts in individual coops.

The team derived the following performance against indicators in the CDP logframe.

<u>Indicator</u>	<u>Actual</u>
o 15 fully-qualified Palestinian trainers	o 5 CDP staff, 7 temporary
o 25% of cooperatives (192) using management systems	o 2%
o 25% of coops (192) using accounting MIS system	o 4%
o 3 regional marketing coops using marketing system	o none
o 25% of coops have installed coops education program for members	o 2%
o 25% of coops with funds for using credit administration system	o no new credit programs established
o A new village cooperative saving and credit pilot unit is operating	o none

It was expected that cooperative managers, staff, directors and members are trained in cooperative principles and basic systems. Indicators identified which show what has been accomplished in terms of successful completion of relevant training include:

<u>Indicator</u>	<u>Actual</u>
o 60% of coop managers	o 100% (26 managers in 192 coops)
o 60% of coop accountants	o 29% (57 people) received training.*
o 40% of coop directors	o 8%**

\* ACDI points out that among these are 15 accountants employed by JCO to supervise cooperative accounts, resulting in a larger effective percentage. The evaluators did not attempt to measure secondary beneficiaries.

\*\*ACDI feels that the directors from 44 cooperatives (23%) who attended will have provided training for their colleagues, so that 23% is a better estimate. The evaluators did not attempt to measure secondary beneficiaries.

- o 60% of staff with technical responsibilities
- o 5 CDP field educators trained; 100% of the training staff.
- o The evaluators were unable to estimate the percentage of coop staff with technical responsibilities who were trained. ACDI feels 49% is a reasonable estimate.

On the project purpose to increase the number of successful cooperatives in the West Bank and Gaza and the number of members served at the end of the project, the indicators given and progress towards reaching them are:

<u>Indicators</u>	<u>Actual</u>
o Increase of 5% over baseline in total cooperative membership in West Bank and Gaza	o Most cooperatives have increased membership. No record of how many since 1985 or the reason for increase. Accurate baseline established in October 1988.
o Increase in 10% over baseline in cooperatives reporting profitable operations	o Baseline established in October, 1988. Records show 30% of 192 coops are profitable, 20% of the 84 agricultural coops.
o Increase in the number and types of services coops offer their members	o More services being offered, resulting in an increase in members' incomes, but not necessarily in the coops' incomes.
o Improved volume of business resulting in part from improved marketing performance locally and in Amman	o The main improvement in marketing is the exporting of citrus from the Gaza Citrus Union and vegetables from the Jericho Agricultural Marketing Coop. Work is progressing to help the Bee Coop market honey more effectively locally.



- o Appropriate entities identified to continue program of cooperative training and education in WB/G
- o Project tracking/impact system reflects project benefits exceeding project costs
- o Credit component: A "sound credit" approach in place among WB/G coops
- o Credit Component: One village savings and credit cooperative operating successfully and a plan is ready to develop similar societies.
- o An analysis of the situation has been made; a strategy has not been developed.
- o Consultancy report of June 1987 gives information to that time. No regular system in operation.
- o Not yet. A credit manual was completed in October 1988 and letters of understanding on future credit activities between CDP and other PVOs funded by A.I.D.
- o No progress in this area; new credit programs are delayed until training of staff and lenders can be completed.

The ACDI program was slow to start up, and the intifada has further reduced the number of student-days that can be taught, placing a greater emphasis on individual OJT and small group short-term sessions. This should furnish an opportunity for the programs to focus more on bringing the performance of selected cooperatives up to appropriate standards, and less on "percent of personnel trained."

Initiation of credit and marketing training has slipped, but seems now well in hand. The establishment of credit and marketing systems programs has waited on the provision of adequate training.

On the whole, with a well-trained, mostly Palestinian staff, a marketing advisor in place, and credit teaching materials under development, ACDI now seems well-placed to fulfill and continue its original mission.

### 5.2.3 CDP Operations

CDP field educators make visits to coops on demand to provide help in technical areas in which they are qualified. This serves also to reinforce the course learning in technical subjects.

They prepare weekly activity reports which serve also to identify additional coop technical training and consulting needs.

Since no field educators in management and accounting exist, this feedback and reinforcement are not available in these areas.

### 5.3 Collaboration and Coordination

There are three main areas of useful collaboration and coordination: among donor countries; between the PVOs (both those funded by A.I.D. and the others); and between CDP and ANERA and the Palestinian organizations/people.

Marketing overseas is now at a take off position for the farmers of the West Bank and Gaza. The EEC has helped negotiate the export agreement between Israel and WB/G. The French have been instrumental in arranging a shipment of eggplant and peppers to Marseilles from the Jericho Marketing Coop and have furnished an agricultural expert to assist the coop in production, grading and packing. An arrangement is under discussion for EEC to find another French agricultural expert for the coop. The EEC is now funding a marketing expert from the Netherlands who is assisting the Citrus Marketing Union (a coop) in Gaza to export oranges and grapefruit. The expert also plans to help the Strawberry Growers Coop near Gaza to export strawberries to Europe. It is reported that both Norway and Sweden are interested in importing WB/G produce.

These activities need to be monitored to identify where ANERA or CDP can help with their inputs. To do this, someone in the Consulate/Embassy should make the appropriate contacts and be the link to ANERA and CDP.

The JCO has been assisting the cooperatives over many years in the WB; the key people being the four Regional Directors, auditors and field agents, the four-man follow up committee, and 16 coop managers. CDP has been working closely with JCO staff; many of the coop managers who have attended CDP training are JCO personnel. The Department of Agriculture under CIVAD has a small qualified staff, and the Engineering Unit at the Hebron Polytechnic is involved in developing appropriate technology for the West Bank. CDP has maintained a good working relationship with both of these organizations.

There are five U.S. PVOs funded by A.I.D. active in WB/G, and others not funded by A.I.D. All have a common objective of improving the quality of life and enlarging economic opportunities. In the past, there were monthly meetings of the Palestinian staff that gave them an opportunity to share information and coordinate activities. CRS is interested in discussing long range development goals for WB/G and how best to

use available resources. There are monthly meetings of the expatriate staff of A.I.D.-funded PVOs.

More can be achieved with the present resources of PVOs through additional cooperation and coordination. Additional meetings might be held between PVOs with capability in the same technical area.

Collaboration between CDP and ANERA on the new revolving credit fund programs has been worked out between the CDP Credit Advisor and the local Director of ANERA. A specific implementation program will follow. CDP provides training and technical assistance support to ANERA's projects, as well as to other A.I.D.-funded PVOs. Examples are: computers, coop management, mini-dairies, farm machinery and maintenance, and marketing.

## 6. THE PROJECTS AND THEIR PROGRESS/OUTPUTS/IMPLICATIONS

### 6.1 ANERA

The conclusions in this section are based on the 33 case studies in Appendix G. As illustrated below, the progress and outputs of these projects are on the whole excellent, and well worth the investment.

#### 6.1.1 Rural Agriculture Projects

ANERA, to date, has focused on funding selected projects that address three agricultural objectives: 1) increased farmer profitability by reducing costs of production; 2) developing a more efficient agricultural marketing system by strengthening appropriate marketing institutions; and, 3) establishment and support of selected credit institutions.

Overview. Currently, the WB/G agricultural sector is confronted by severe unemployment and/or under-employment; mounting agricultural surpluses due to lack of markets; a rapidly deteriorating agricultural extension system; heavy pressure on a marketing system that has scant infrastructure; and the nearly total absence of any financial institutions capable of providing agricultural credit.

Expected outputs. The wide range of ANERA agricultural sub-project activities imply that there will be a corresponding wide range of expected outputs. Such is the case. The team grouped the expected outputs into seven broad output categories:

- 1) Land Reclamation System
- 2) Farm Mechanization System
- 3) Water Management System
- 4) Livestock Improvement
- 5) Olive Press Improvement
- 6) Credit System
- 7) Domestic/Export Marketing Improvement/Penetration

Five of the seventeen case studies prepared by the team on the basis of site visits for ANERA's Rural Agricultural Projects, and the team's assessment of progress, are summarized below.

### ***Case 1 - Azzoun Mechanized Agricultural Cooperative***

ANERA assisted this cooperative with a grant of \$203,500. The purpose of the grant was to assist in financing land reclamation equipment (a bulldozer), and farm machinery, e.g. tractors and miscellaneous farm equipment. Approximately \$190,000 of the grant has been spent.

- The expected outputs, functioning land reclamation and mechanized units in place, servicing farmer members, have been achieved.

Note: The ANERA Feasibility Report of the Azzoun sub-project projects a land reclamation demand of 1250 dunams a year for the first 3 years of operations. The team recommends that A.I.D. evaluate the projections presented in the report for reliability.

### ***Case 2 - Khan Younis Marketing Cooperative***

ANERA assisted this cooperative with a grant of \$203,500. The purpose of the grant was to assist in financing a front-end loader for land reclamation, two farm tractors, miscellaneous farm equipment, and to establish a nursery. To date, about \$180,000 has been spent.

- The expected outputs, functioning mechanized units in place, and nursery supplying farmer members with plants, have been achieved. However, the nursery activity has not yet been able to utilize the facility to capacity.

Technical assistance has been requested by the nursery manager.

### ***Case 3 - Kufer Malik Cooperative***

ANERA assisted this cooperative with two grants. The first, for \$35,000, was to assist the cooperative finance one farm tractor and miscellaneous farm equipment. The equipment is in place. The second grant was for \$200,000. Only \$25,000 has been spent to date. The purpose of the \$200,000 grant is to assist the cooperative in establishing a modern irrigation network for the member farmers of the cooperative.

- The expected output of the first grant, functioning mechanized unit in place, has been achieved.
- The expected output of the second grant can not be assessed at this time, but the cooperative is eager to move ahead.

#### ***Case 4 - Tarqumia Olive Press Cooperative***

ANERA assisted this cooperative with three grants. The first grant was to assist the cooperative to finance a modern olive press facility to process farmer members' olives. The grant was for \$200,000 and has been spent. The second grant was to assist in financing an olive tree seedling nursery. The grant was for \$100,000 and has been spent. The third grant was to assist in financing land reclamation equipment (1 bulldozer), three tractors and miscellaneous farm equipment; and establishment of a revolving loan fund to assist farmer members with loans to reclaim land. The loans were restricted to financing no more than 40 percent of the reclamation costs. The grant was for \$200,000 and has been spent.

The expected outputs:

- 1) Functioning olive press in place serving farmer members, has been achieved. Construction of building, equipment purchased and operating during 1984 fall pressing season, and subsequently. Serving over 1,400 farmer members.
- 2) Olive tree nursery established and servicing farmer members, has been achieved.
- 3) Functioning land reclamation and mechanized units in place and servicing farmer members, has been achieved.
- 4) Revolving loan fund servicing farmer needs and remaining viable, has not been achieved, as the loan fund is approximately 50 percent depleted.

#### ***Case 5 - Al Nassaria Dairy Cooperative***

ANERA assisted this cooperative with a grant of \$200,000. The purpose of the grant was to assist in financing facility construction, and equipment procurement, for a mini-dairy processing plant. The total grant funds have been spent.

- Expected output, functioning milk processing unit in operation, servicing farmer member needs, has been achieved.

### **6.1.2 Socio-Economic Improvement Outputs**

Socio-economic improvement outputs in this section of the report refer to ANERA's efforts to improve/upgrade the capacity of urban municipalities, charitable institutions, and other group activities that seek economic, social and political equality.

ANERA has focused on municipal infrastructure needs primarily by providing assistance through such projects as municipal slaughterhouses, rural municipal electrification, light industrial complexes and other selected municipal activities. Additionally, ANERA funds selected charitable activities, such as handicraft cooperatives and mutual benefit societies.

Overview. Currently, WB/G municipalities are operating with a very small tax base, very little grassroot citizen support, and few revenue-generating activities available. Generally, even modest development efforts have been curtailed due to lack of financial resources.

Expected outputs. The expected outputs for municipal infrastructure projects reviewed are: functioning industrial building complexes: 1) an agricultural wholesale market complex; 2) a light industry activity; 3) a slaughterhouse facility; and 4) a resources conservation activity (water draining and storage).

Two of the five case studies in this area are summarized below.

#### ***Case 1 - Beit Jala Light Industry Complex***

ANERA assisted the Beit Jala municipality with a grant of \$485,000. The purposes of this project were to: 1) generate funds for the Municipality budget so that improved public services could be financed; 2) encourage private enterprise to remain in the city; and 3) address the serious environmental problems of congestion, noise, smell, pollution, etc. The ANERA grant has been spent as has the city's counterpart funding of \$515,000. Construction is finished, and space is totally rented and occupied. This project now generates approximately 10 percent of Beit Jala Municipal income. A Phase II add-on is planned for 1988/89.

- The expected outputs have been achieved. However, the intifada problem has seriously reduced the tenant customers, which has, in turn, forced the city to reconsider its 1988 rental fee structure. To date this issue has not been resolved.

## ***Case 2 - Khan Younis Municipal Slaughterhouse***

ANERA assisted the Khan Younis Municipality with a grant of \$250,000. The purpose of the grant was to construct a modern slaughterhouse for calves, sheep, goats, and camels. Approximately \$245,000 of the grant has been spent. The facility is nearly operational, and should be so, in the near future, barring further delays due to the intifada.

- The expected outputs are 98 percent achieved.

### **6.1.3 Vocational Training/Other/Health Care**

ANERA additionally supports health care, vocational training and other charitable needs by providing assistance through such projects as the Patients' Friends Society (PFS), Arab College of Nursing of the Red Crescent, and the Bethlehem Committee for Rehabilitation and Development (BCRD).

Overview. Currently, WB/G Hospitals, clinics, vocational training and other charitable efforts are providing modest to no services, with little financial support nor facilities, while being subject to closure, curfew, etc.

Expected outputs. The expected outputs for the two health care, vocational training/other projects reviewed are:

- 1) two functioning outreach clinics supplying tests and examinations for patients,
- 2) increased income for family support at the village level.

Two case studies of five in this area are summarized.

#### ***Case 1. Patients' Friends Society (PFS)***

ANERA has assisted this health care institution since 1980. ANERA provided a grant of \$226,000 in 1987 which was to provide equipment for the Hebron Medical Center and two satellite centers in Dahryya and Yatta villages. The PFS bought a new X-ray machine which to date has increased capacity by at least 50 percent. Three new jobs were created for programmers to develop administration systems. Now laboratory tests are processed by the computer, and stock control for medicine is handled by computer, which provides more reliable statistics. The PFS X-ray department (Hebron) in September 1988 processed about 1,600 films for about 1,000 patients. The PFS performed nearly 400 examinations for about 200 patients in September 1988 in Al Dahriyh center, and nearly 600 examinations for 300 patients in September 1988 in Yatta center.



Outputs - have greatly exceeded those projected. The team feels the purpose of the project has been met, and many patients of PFS probably feel that PFS is truly a Patient's Friend.

#### *Case 2. Sourif Women's Cooperative*

ANERA has not provided assistance to this handicraft cooperative. It was selected as a case study for this report for two reasons.

1. Remarkable progress has been achieved with little financial resources, and
2. It is 100 percent women in action; members, manager and Board of Directors are all women who have endured many obstacles. About ten years ago the women of the Sourif village joined together to learn/develop handicraft skills to supplement their family incomes. This group of women has been working with a group of American Mennonites since 1965. The cooperative, with loan and grant funds, has purchased land, built a building, established a viable production/marketing system and increased sales to where today, they are an economic force, not only in their village, but for miles around.

Outputs - have exceeded all expectations.

## 6.2 CDP

### 6.2.1 Institution Building/Training Outputs

CDP, through training and technical assistance, is primarily involved in institution-building activities. The need for this is great because training and follow-up have not effectively operated in WB/G for twenty years.

Four field educators were hired; training started in early 1988 and field work began in mid-May, 1988. More will be employed in the future to support coop members in the non-technical areas of coops, credit, accounting, marketing, equipment use and maintenance, marketing and in milk processing. Local or expatriate consultants are used in specialized areas of need. Palestinians with the experience and education are being developed as trainers. A basic curriculum is under development.

At present, there is on CDP staff one expatriate training advisor, one Palestinian full-time and one half-time, and four field educators.

At present, coops pay those transportation costs to and from courses which were formerly paid by CDP. If the CDP operations, or parts of it, are to become self-sufficient, other arrangements will have to be negotiated with individual coops.

A tabulation of courses and attendance by coop type and function within coops and by course material is provided in Appendix E (tables 1 and 2). There have been 26 Managers, 81 Boards of Directors and 451 members trained or educated from 75 cooperatives. One thousand seven hundred ninety-nine participant-days of training have been provided. One CDP expatriate staff member, two Palestinians and four recently-hired field educators have been primarily responsible for the training and follow up activities. To date, the full-time training advisor, without other explicit training costs, has accounted for 25 percent of CDP expenditures, the rest going for technical assistance and overhead. If the full-time training advisor's cost to the project -- currently attributed to "technical assistance" -- is considered a training cost, the 25 percent of CDP expenditures allocated to training increases to 36 percent.

Course records are not clear as to the depth of training given to individuals. The course accounting is in student-days and attendance, and in number of coops sending students. In addition, the OJT and follow-up training given by traveling educators is accounted for separately in logs the trainers submit monthly. These logs have not been analyzed and aggregated with each other or with the course training. The total of 1,799 student days distributed over 75 coops and (essentially) 15 topics averages out to about one and one-half day per coop per topic.

The case studies bear out the implication that individuals need more training. There was a general demand for more training. In the non-technical area, in 13 of 33 cases, respondents credited measurable improvements to the training given. Even so, most accounting information systems needed improvement to be satisfactory for decision-making on pricing and investment. A greater emphasis on operating systems in coops, rather than on student-days of training required, as well as continued (more advanced) training combined with OJT in coops which have shown progress, may be indicated (Finding 1).

Summarizing the relevant material from the 33 case studies:

- The CDP training in cooperatives and technical areas such as milk processing, computers, marketing management is appreciated and valued.
- Examples were given by course participants, as well as members who had worked with them before and after the course, of improvements resulting from course learnings.

- In accounting, visual review of profit and loss and trial balance sheets showed that some participants were able to apply the course learnings, but most needed follow-up to adequately apply their learnings at the job.
- Boards of Directors usually have a farm and a business or job and find it difficult to attend courses.
- There were many requests for training in production activities such as control of diseases, equipment use and maintenance, irrigation and use of fertilizers.
- Those involved with computers want additional training and software.
- ANERA has provided agricultural and processing equipment and buildings to many cooperatives.
- Too few cooperatives are managed sufficiently well to develop the necessary surplus/net margin for their financial stability and for building a training fund to support CDP training and support activities now being developed.
- Coop members need to get information through posters, leaflets, etc.

Careful coordination between CDP training and ANERA grants would greatly enhance the effectiveness of the latter.

Development activities involving institutionalization and developing skills, knowledge and attitudes in people, and developing and installing systems and procedures require an extended period of time. While nearly three years of effort have been completed, another three to five years are needed to institutionalize the needed skills, knowledge and attitudes in people and necessary systems and procedures in organizations.

### 6.3 Expanding and Strengthening Capabilities of Coops

In terms of output, both ANERA and CDP have assisted coops in services they can provide their members. ANERA has assisted municipalities. Many cooperatives have increased their membership. Many are providing services in land reclamation, road building, mechanized farm operations, processing of farm products such as milk, and irrigation facilities that increase irrigated acreage. Municipalities are now able to provide local marketing and cold storage facilities, sanitary slaughterhouses and adequate buildings for small shops for individual entrepreneurs.

Production increases have resulted from drip irrigation systems, olive tree nurseries, introduction of a new strain of sheep and availability of Holstein cows. Milk production is increasing from improved management practices, and income is increasing from this activity by selling milk as yogurt instead of local cheese. Export marketing is starting from Gaza and the Jordan Valley before January 1, 1989.

Credit and marketing activities have been limited to date. General coop and management training has been given in 75 coops. An emphasis on training inputs has been made in the Agricultural Marketing Coop in Jericho, as they will start to export vegetables this year.

In general, the delay in the start of intensive training on credit and marketing programs to date, as well as the lack of emphasis on in-depth involvement with individual coops, result in it being difficult to relate training directly to coop performance.

ANERA's credit programs now in operation are not working as expected. Coop members have little understanding of loans and their repayment. The previous JCO loans were never collected, and JCO grants have created a loose attitude on loan repayment. The intifada has reduced incomes, adding to the poor repayment rate. While efforts are made to collect loans, there is not much positive response and the general attitude is that there should be some kind of moratorium. A decision was made not to initiate new credit programs until adequate training in all aspects of credit management and use can be provided. This seems now imminent.

#### 6.4 Economic Benefits

The economic benefits of the sub-projects appear to be quite good. Several thousand acres of land have been reclaimed, and farmers have quite readily adopted mechanized agricultural and other modern technology packages. The WB/G farmers have been exposed for years to the very high level technology of the Israelis and understand quite well the economic benefits of efficiency. However, the concepts of modern management information systems need strengthening.

ANERA's most effective agricultural activity has been in its land reclamation and mechanized farming sub-sector projects (ANERA has funded 26 since 1980). ANERA's least effective agricultural activity has been in the credit and marketing sub-sector. Presently, WB/G farmers believe that their "best road" to economic improvement is export marketing. Realistically, at this point in time the cooperative marketing infrastructure is not in place for either export or domestic marketing. The .PA initial export market penetration attempt (scheduled for early December 1988) may result in economic losses. However, the at-

tempt should be made, because the experience will be quite helpful in the future.

ANERA's Urban Infrastructure and Health Care sub-projects have generally been quite good. The team's major concern is that ANERA's support of such projects as the Halhul municipal wholesale market complex may not provide market access for the small producer unless ANERA/CDP supports and stipulates procedures and guidelines early on.

Probably all 27 of ANERA's Land Reclamation/Mechanized sub-projects provided increased income for farmers who used the services. ANERA's own estimates show an average increase in income of \$194 per farmer for six villages studied.

Without question, employment has been generated through the sub-projects, especially in the following occupations:

- Tractor drivers
- Computer technicians
- Lab technicians
- Dairy processing technicians
- Feed mill workers.

## 6.5 Women in Development

Research and development activities have shown that women are involved in most agricultural activities. Discussions have been held and reports written on how to involve women in development activities in the WB/G. There is a small percentage of women members in regular cooperatives; most have none. There are no restrictions on women being members of cooperatives. There are several all women cooperatives that are well managed, keep accurate accounts, have educational funds and pay patronage dividends. There are groups of women who work together as coops, but are not registered.

ANERA has given grants to women's cooperatives and societies and has employed a woman consultant to identify ways ANERA can become more involved in helping women actually improve their quality of life, but does not have a woman as a regular staff member. Registered cooperatives can establish branches which do not have to be registered. The Surif Women's Cooperative wants to open a branch in Hebron.

Members from women's handicraft cooperatives have attended CDP courses; however, these cooperatives need assistance in marketing in the immediate future. CDP has hired a woman consultant to help a women's cooperative develop a money making

activity. CDP does not have a woman member of its staff to do this regularly.

CRS has a full-time woman staff member who has developed a network of women's groups that CRS is supporting and developing. One group is raising chickens; it is acting as a cooperative, but is not registered.

The Mennonite Central Committee has a full-time woman staff member. One of her accomplishments was the development of a group of women in the Surif area to the point where they could form the "Surif Women's Cooperative" and take care of themselves.

There are opportunities in WB/G to assist women in developing skills and experience that result in income producing activities. To do this will take staff time and money and a dedication by CDP and ANERA to a task more difficult than their normal activities.

To further opportunities for women in WB/G, a subcommittee of the PVO Coordination Committee could review the activities that have succeeded, the areas most in need of inputs, and how PVOs can support each other in this activity (Finding 18).

## 6.6 Sustainability

One question of major interest is whether the improvements (equipment, methods, marketing, etc.) partially funded by A.I.D. through ANERA and CDP at individual coops are sustainable by these coops.

The team in its site visits found that at every project site recurrent costs were being met. In most sites they were unable to determine whether these expenditures were being met from income, from grant funds, or from depletion of members' equity. Only at a few sites were overt provisions being made for depreciation. This situation again serves to underline the importance of ensuring that adequate accounting/MIS/management systems be developed and used at individual coops.

A second sustainability question arises in connection with the institutionalization of the current CDP training function. Again, the present answer must be that coop accounting systems are not good enough to provide an answer. Recommendations include the incorporation of training user fees into the recommended cost-elements for coops. If this is done, some estimate as to the degree to which the Palestinian coop movement can sustain the institutionalization will be forthcoming.

## **7. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **CDP**

#### **1. Coverage of Training**

##### **Finding**

There are 192 active coops in the West Bank and five in Gaza. Of these, twenty-eight have managers. Of those, six are paid by the coop, sixteen by JCO and six by ANERA; the remainder are managed by their Boards of Directors. There are 1,005 directors altogether. The total membership of the 192 coops is 24,371. All twenty-eight managers, 81 of the 1,005 directors and 451 of the 24,371 members have attended training courses.

##### **Conclusions**

Resources will never suffice to give thorough course training to all who require it. Technical training, such as equipment maintenance, computer literacy, etc., needs to be learned by just a few members in each coop. Managerial, accounting and credit skills need to be thoroughly acquired by a few directors in coops managed by their boards. The training needs of members in these areas are relatively simple, and include learning the relation between costs, prices and dividends.

##### **Recommendations**

- o That consideration be given to hiring more managers for coops or groups of adjacent coops.
- o That the possibility be explored of thorough training of a sufficient number of personnel in selected coops.
- o That material, such as pamphlets and simple presentations, be prepared that can be used to upgrade members' understanding of the effect of prices on the coop's viability and of the repayment of loans on the availability of future loans.

#### **2. Effect of Non-Technical Training**

##### **Finding**

The case studies of Appendix G show a high degree of satisfaction with training offered by CDP; in at least 40 percent of the cases, measurable improvements in management, accounting and/or operations were credited to CDP training. This individual training is, however, not reflected in accounting and management systems in the coop. Little credit and marketing training has yet been given: two half-day sessions and a one-day session on

each, to a total attendance of 62 (marketing) and 57 (credit) students.

### **Conclusion**

The adaptation made by CDP to the intifada, of relying on short training sessions with heavy involvement of OJT by traveling educators, appears to be effective.

### **Recommendations**

- o That the present approach toward training with heavy reliance on OJT and follow-up be continued;
- o That "numbers of people trained" be de-emphasized as future indicators, and more emphasis be placed on coops having "adequate" books (adequate defined by size and purpose), "adequate" marketing plans, improved markets, operating credit programs, etc.

## **3. Impact and Coverage of Technical Training and Field Educators**

### **Finding**

The training courses in technical subjects such as maintenance of wells, olive presses and farm equipment, are well attended and well received. They are reinforced by field educators who visit individual coops on demand. It is difficult to judge whether the supply of field educators is at present sufficient both to meet the new demand and to reduce the backlog. Field educators are currently not available for all the fields taught.

### **Conclusion**

A system of substantive training, followed by field educators who can reinforce the training and give further OJT, does work.

### **Recommendations**

- o That CDP, with ANERA inputs, prepare an estimate of the demand for field education in the technical fields.
- o That a sufficient number of field educators with expertise in a sufficient number of skills be acquired, both to meet new demand and to reduce the backlog in demand.
- o Alternatively, if a sufficient supply cannot be made available, develop a plan jointly with the coops for assigning priorities to requests, and ration the supply by forming a priority-type queue.



#### **4. Innovation and Technology Transfer**

##### **Finding/Conclusion**

ANERA and CDP technical staff have at present no links to the larger research community. West Bank agricultural research stations are raising crops for income; Israeli results are not necessarily available. Many farmers are using inefficient techniques and old varieties of seeds. ANERA has the capability both to supervise and to fund pilot projects on new methods.

##### **Recommendations**

- o That CDP assign the task of scanning the literature for possible innovations to selected personnel, making funds available for this purpose if needed.
- o That CDP, with ANERA, other PVOs and selected coops develop a mechanism for developing pilot projects for promising new technologies.

#### **5. Training Institutionalization**

##### **Findings**

Present guidelines call for the eventual transfer of current CDP tasks to an indigenous training institution. The development of a Palestinian staff, a curriculum, and of training materials can be regarded as a first step in the process.

Too few accurate P&L statements are currently available from coops to evaluate the extent to which the coop movement can support formal training arrangements. Planning for institutional arrangements remains to be started.

##### **Recommendations**

- o That the development of local staff, of curricula, and of training materials and approaches be evaluated in terms of future institutionalization.
- o That user fees for training be incorporated into the formal cost structure of coop accounting, and that modest user fees for training be levied from coop unions, and the larger coops that can afford them.
- o That planning for institutional arrangements be deferred until more is known about the feasibility of financial support, and until the staff, curricula and materials are further developed.

## **6. Overseas Training**

Overseas Training, travel and per diem are relatively much more expensive than in-country training. In addition, returned overseas training participants have expressed an opinion that it could have been more relevant to WB/G conditions.

### **Recommendation**

That, in future, the use of overseas training be carefully evaluated on a cost/benefit basis, and that its use should be approved by the CDP Training Advisor.

## **7. CDP Management**

### **Finding/Conclusion**

The original CDP work plan was delayed in implementation, and the intifada has made it difficult to teach longer courses at a central location. However, the project has adapted and is now functioning smoothly with a training advisor and six Palestinian staff. A credit advisor and new Chief of Party are arriving shortly.

### **Recommendations**

- o That CDP amend its original work plan to reflect accomplishments to date and realistic expectations.
- o That CDP concentrate on:
  - o improvements in current operations as suggested in items 1 -3 above, and
  - o careful preparations and planning for program extensions into the areas of credit and marketing.

## **ANERA**

## **8. Project Outcomes**

### **Findings**

On the whole, ANERA projects vary between successful and very successful (see section G.1 Appendix G). One exception is the Khan Younis project to increase the Gaza Municipal Water Supply (Appendix G).

Under present subgrants, ANERA is responsible for providing the inputs as listed in the subgrant agreement with A.I.D., but within one year of subprojects being funded, ANERA's official

role in projects will be terminated. The cooperatives will then operate the units indefinitely. ANERA will stay in close touch and render advice if needed. Under the subgrant agreement, ANERA's technical and organizational knowledge of the subproject is not utilized after the first year, and further technical assistance may devolve on CDP, or not be provided.

#### **Recommendations**

- o That careful coordination with CDP provide for continuing technical assistance and support, if required after the one-year period.
- o That the "Kachinsky" recommendation on the Khan Younis Water Supply be implemented.

### **9. Maintenance Planning**

#### **Finding**

Most planning by ANERA for the acquisition of equipment by subgrantees does not produce a long-range maintenance and replacement plan for the equipment.

#### **Conclusion**

Maintenance costs and depreciation, or else maintenance, eventual replacement of all parts, and perpetual use, are a significant fraction of the recurrent cost of the equipment.

#### **Recommendations**

- o Maintenance plans, both with and without expected equipment replacement at end-of-life, should be routinely prepared for major equipment expenditures. These plans should then be used to:
  - o coordinate necessary training plans with CDP;
  - o represent the true cost of maintenance and/or depreciation for price-setting and profitability projections.

### **10. Reporting**

#### **Findings**

ANERA now requires logframes for use by its subgrantees in grant applications. Use of the logframes will enable subgrantees to report in terms of objective, measurable input and output parameters. Preparation of these logframes will also increase subgrantees' skills in developing objective performance criteria for their projects. The use of logframes is new, and their

quality has not been evaluated. However, the requirement, at a minimum, serves to focus proposals on the right questions.

Present report formats used by ANERA's subgrantees and those used by ANERA's personnel on visits are skimpy and do not reflect the more disciplined logframe approach. Reporting requirements remain to be brought in compliance with the logframes.

### **Conclusion**

The introduction of logframes between ANERA and its subgrantees provides the opportunity for more disciplined and accurate reporting of project progress and of the degree of goal-achievement.

### **Recommendation**

That the reporting formats in use by ANERA, both for subgrant reporting and for reporting to A.I.D., be reworked to fully exploit the opportunity provided by the subgrant logframes.

## **CREDIT**

### **11. Experience**

#### **Finding/Conclusion**

ANERA's experience with credit programs to date is not good; one has a 50 percent and the other a zero percent payback rate.

#### **Recommendation**

That no new credit programs be started until trained credit managers and administrators are in place in the lending agency, and eligible borrowers have been thoroughly briefed on the nature of and need for loan discipline.

### **12. Current Status of Preparations**

#### **Findings**

At current writing, CDP has completed a credit manual (in English) and letters of understanding about CDP's support for credit programs have been signed by CDP and ANERA, and CDP and the other A.I.D.-supported PVOs. CDP and ANERA have undertaken joint planning to initiate new training, field educator support, and new credit programs.

## **Conclusion**

The new credit program is proceeding in a proper step-by-step fashion. Execution should be coordinated so that the recommendation in 11 above is adhered to.

## **Recommendation**

That CDP and ANERA proceed with some urgency to develop the next steps in the program, which are:

- o continued coordination with the two banks until an understanding is reached;
- o translation of the credit manual into Arabic;
- o development of courses and educational material for
  - o credit managers
  - o loan administrators
  - o lenders;
- o teaching the courses and distributing the materials, and follow-up and reinforcement by the field educators;
- o initiation of new credit programs by ANERA.

## **MARKETING**

### **13. Activity in EEC/U.S. Markets**

#### **Findings**

The EEC has assisted the WB/G in obtaining an agreement for exporting fruit and vegetables under local WB/G labels. The Jericho Agricultural Marketing Coop, with the support of Netherlands/EEC, France/EEC and France, expects to start exporting eggplant and peppers to Europe in December 1988.

The Beit Lahia Strawberry and Vegetable Coop in Gaza has exported strawberries through Agrexco for over ten years. The coop now has enough volume to do the shipping themselves (rather than through an agent). To do so, however, they need export facilities. They are discussing this with ANERA, but it takes a year after agreement between the coop and ANERA before A.I.D. funds are available. Dutch experts are expected to furnish technical support.

Kalandia and Sourif handicraft coops currently have an inventory worth \$300,000. Their export contacts are limited.

## Conclusions

Export marketing is a difficult and intensive activity requiring extensive networking with experts, representatives, and development organizations from as many countries as possible. It is necessary to locate a potential market with good capacity and in which one has good contacts before expanding production.

## Recommendations

- o That ANERA, CDP, the coops and the American Consulate all continue to extend their networking to expand opportunities for WB/G exports abroad.
- o That positions be funded for Palestinians to work alongside foreign experts, enter the necessary networks, and receive on-the-job training.
- o That CDP and ANERA develop detailed and sequential training plans for marketing personnel and prepare a plan for developing such a program.
- o That ANERA consider funding export facilities at the Beit Lahia coop and a market promoter for the handicraft coops, and that a special effort be made to use the coop connections to open up markets in the United States.

## 14. Other Markets

Other markets are principally Jordan and WB/G. Olive oil is included here; attempts are being made to market olive oil in Italy.

## Findings

Most regional marketing coops export produce to Jordan. ANERA has also helped fund the Halhul Municipal Wholesale Fruit and Vegetable Market and cold storage facilities. The Hebron Agricultural Marketing coop has no stall in this market nor has it made arrangements for renting space.

There are 15,000 tons of coop-owned olive oil in storage for which no market has been found. The Agricultural Marketing Union (see 15 below) is trying to help find a market for this oil.

Little coordination exists between the fragmented WB/G local markets. No explorations have been made of the market potential of presently imported items such as potatoes, onions and almonds.

## **Conclusions**

Relatively little effort is spent in enlarging and coordinating local markets, or expanding the product range to include import substitution. Yet, a major portion of WB/G agricultural production is in fact consumed locally.

The olive oil "lake" may be due to installing too many olive presses before a pro forma market analysis was made and markets located.

## **Recommendations**

- o That a study be made of the methods and support needed to make any WB/G local market accessible to any coop, and of the effectiveness of this. The study should investigate
  - o the accessibility of local markets to local coops
  - o the effect of better price information on cross-regional sales, and the costs and benefits thereof
  - o the need for additional transportation that would be generated by such cross regional sales.
- o That the Hebron Agricultural Coop be encouraged to rent stall space and cold storage space from the Halhul Market for sublet to coop members.
- o That a pro forma market analysis be required before funding production-enhancing projects.
- o That a study be made of the potential markets, production costs and profitability of production of import substitution items.
- o That some support be provided for the disposal of the olive oil (perhaps through Arab-American grocery stores and wholesalers).

## **15. The Marketing Union**

### **Finding**

The Agricultural Marketing Union was established in 1987 with one regional marketing coop from each of the seven WB districts as members. Its purpose is to coordinate and support internal and export marketing. It is currently trying to help dispose of the olive oil.

Currently the Union's budget is \$80,000 per annum; the only staff is a full-time manager.

## **Conclusion**

It is not clear that the Union can now, or can potentially, make a cost-effective contribution to marketing of agricultural products from WB/G. Certainly, if the Union is to be supported, its membership should be open to any coop that does in fact export, such as Beit Lahia and the handicraft coops. Whether or not the potential benefits of the Union outweigh the extra layer of overhead remains to be established. Quite possibly the Union would be a good location from which to tie together and expand all current individual export networks.

## **Recommendations**

- o That ANERA and CDP staff, jointly and with the Union manager's inputs, study the potential of the Union for making a cost-effective contribution to exports and marketing.
- o If the answer to the first study is positive, that all parties join in preparing a plan to develop the Agricultural Marketing Union into a productive organization. This plan must specifically address the membership issue.

## **PRIVATE SECTOR**

### **16. Impact of Coop Support on the Private Sector**

#### **Findings**

Many services provided by coops, for instance, tractor rental, duplicate those available from the private sector.

Very few coop accounts are of sufficient quality to accurately establish the economic costs of individual services under various assumptions.

Some private sector services in some areas may well be local monopolies charging monopoly prices. Many coops are probably subsidized and may be selling services to their members at subsidized prices.

#### **Conclusions**

In the monopoly cases, the coops provide competition which will yield general economic benefits. This will be especially likely to be true when solvent credit programs are established.

Coop accounts do not enable us (or them) to identify which competitive case prevails in every instance.



## **Recommendations**

- o That every effort be made to improve individual coop accounting to the point where the accounts can deliver the service cost information specified above.
- o That ANERA require subgrantees to report the current private sector cost and availability of services with which projected coop services might compete.

## **WOMEN'S AND OTHER EQUITY**

### **17. Equity Among Coop Members**

#### **Finding**

The team, in their thirty-three coop reviews (appendix G), did not observe any case of discrimination in favor of or against any coop member. Inquiries brought out many examples of even-handed treatment, such as a Director waiting his turn at an olive press.

This non-discrimination extends to women members of general coops. However, few women (mostly widows) are "producers of record" of agricultural coops.

#### **Conclusion**

Though the issue of equity between coop members needs to be monitored, there appears at present not to be a problem.

#### **Recommendation**

That equity continue to be monitored in future evaluations and by CDP and ANERA as the occasion arises.

### **18. Benefit of the Projects to Women**

#### **Findings**

At present, there are two handicraft coops which provide women with an opportunity for generating independent (under their own control) income. These coops, however, have stressed production rather than marketing and have too much capital tied up in inventory. Their accounts are extremely good.

Both ANERA and CDP have employed a woman consultant as needed to develop women's coops.

## Conclusions

The best way to provide women with independent incomes and thus a share of the benefits of the A.I.D. projects, is through the development of women's coops which produce and market such products as handicrafts.

Since, to remain solvent, production and sales should be approximately in balance, either payment should be made on sales, or production should be rigidly scheduled (and allocated).

## Recommendations

- o That both ANERA and CDP continue to employ consultants to look for opportunities for developing women's coops, and coordinate their efforts carefully with other PVOs active in this area;
- o That support be made available to these start-up groups, subject to careful evaluation of potential markets and profitability.

## COORDINATION

### 19. Inter-PVO Coordination

#### Findings

There is considerable coordination between ANERA and CDP, especially on development of the new credit program, both the training cycle with follow-up (CDP) and the credit programs (ANERA).

Coordination can be improved in the area of predicting the training and follow-up demand generated by new ANERA-supported programs.

Formerly, the Palestinian staff of all A.I.D.-supported PVOs held monthly meetings. Currently, only the expatriate staff of the five resident American PVOs meet monthly.

#### Conclusions

Improving ANERA and CDP coordination will reduce somewhat the imbalance between supply and demand for particular areas of training and of technical support.

Inter-PVO meetings of all Palestinians and expatriates sharing a particular sectoral interest (e.g., marketing, agricultural machinery, seed-types, etc.) would be very helpful to technical innovation and finding and using "best" approaches.

## **Recommendations**

- o That ANERA and CDP continue their efforts to improve coordination.
- o That meetings of staff from all PVOs with common sectoral interests be instituted, on a schedule determined by each "interest group."

## **20. Coordination with Washington**

### **Findings**

Visits from the Washington offices of A.I.D., ACDI/OCDC and ANERA to the West Bank and Gaza (the Consulate General and the WE/G offices of CDP and ANERA) occur on a schedule of three times per year for ACDI/OCDC, twice a year for ANERA and a little less than that for A.I.D.

The projects and Washington information would benefit if visits from Washington were evenly spaced and relevant findings/conclusions shared between the three headquarters.

### **Recommendation**

- o That each headquarters visit WB/G twice a year, and information be shared between the three headquarters, both before and after visits.

## 8. LESSONS LEARNED

- o Projects need flexibility to deal with adverse circumstances and to continue to support program goals. The two projects evaluated have shown this flexibility in responding to the intifada.
- o Credit should not be extended without a clear understanding among and between borrowers, cooperative managers and supervisors that it is a loan and training should be given in "disciplined" credit procedures, guidelines and techniques.
- o Planned increases in the supply of crops following the introduction of new varieties, mechanization and development of storage facilities should be preceded by at least pro forma market studies to ensure that the increased production does not lead to an oversupply with lower prices and reduced farm income.
- o Export marketing activities require careful planning, coordination, timing and execution among the activities of production, processing, grading, storage, transportation, and sales. Expenditures should be timed so as to minimize the lag times between these activities coming on stream.
- o To be effective, training -- and especially management training -- must be given in some depth and on the job training (OJT) and follow-up reinforcement must be provided.

**APPENDIX A**  
**EVALUATION SCOPE OF WORK**

EVALUATION SCOPE OF WORK FOR THE WEST BANK/GAZA  
COOPERATIVE SECTOR PROJECTS

1. Purpose:

The main purpose of the evaluation is to provide the WB/G Working Group with an outside assessment of progress being made in the cooperative sector by the two A.I.D.-funded PVOs, ANERA and ACDI. A secondary purpose is to furnish information which will help the West Bank Working Group (WG) make its funding decisions concerning the recent proposals from the two PVOs.

2. Background:

This section proposes to describe briefly the history of A.I.D.-funded cooperative sector activity in the West Bank/Gaza. In this case, by cooperative sector, we refer to the activities by the two U.S. PVOs, America Near East Refugee Aid (ANERA) and the Agricultural Cooperative Development International (ACDI) who are currently engaged in work with cooperatives in WB/G.

ANERA was the first PVO, with CRS, to work in WB/G under A.I.D. funding in 1975. The Development Assistance I Project was funded by A.I.D. from 1975 to 1978 at \$3,307,000. A.I.D. then funded Development Assistance II (Project 0159.02) in 1979 at \$2,099,550. Development Assistance III (Project 0159.06) began in 1980 and so far, has been funded at \$11,389,813, LOP. ANERA is currently operating under Amendment No. 16 to Cooperative Agreement No. NEB-0162-A-00-4012-16. ANERA's estimated completion date is October 31, 1989.

The objectives described in the ANERA Grant Agreement "Project Description" in Project III began with the following: "The grant will support activities in the areas of agricultural development, marketing and animal husbandry cooperatives, and vocational training at the polytechnic and university levels." Each Grant Agreement Amendment, as well as each of the semi-annual reports, addresses progress in each sub-project. Currently there are 53 sub-projects.

ACDI is the most recent U.S. PVO to join the WB/G group, in 1985. Its LOP funding is \$2,421,037 (plus \$125,000 for Credit Advisor in FY88, as approved by WB/G Working Group). The project's estimated completion date is Dec. 31, 1988.

The main objectives of the ACDI grant as per the Grant Agreement are to conduct workshops for cooperative managers and senior staff and strengthen capability of cooperatives to use "disciplined" credit." In this project, ACDI leads the effort by the cooperative movement in the U.S. to assist in the development of cooperatives serving agricultural, housing, electric power, savings/credit, and other needs of Palestinians in WB/G.

ANERA's current project was evaluated in 1985 under a contract with ACDI. The report indicated that ANERA's goal of promoting self-help economic development is being met, that ANERA is well regarded in the Occupied Territories, and that beneficiaries appreciate American input in ANERA's projects.

ACDI's current project was evaluated in 1987 by an independent observer of ACDI's choosing. Its conclusions were that ACDI was on balance performing effectively, but that improvements should be made in the following ways: creation of a materials resource unit; more emphasis on the logistics of credit and marketing rather than on agricultural production; collaboration with the Cairo-Amman Bank; more women's activities.

No one seems to dispute the importance of cooperatives in WB/G. Nor does anyone dispute the fact that the 260 cooperatives in WB and the 8 in Gaza have received almost no viable training, either from GOI or the Jordan Cooperative Organization in the last 20 years.

Implementation progress in the case of both PVOs has often been slow, usually due to the long delays in obtaining GOI approval for subprojects or for training seminars. After much persistence, however, approval is granted, and activities move forward. ACDI has been slowed in its implementation due to its personnel situation, where a Chief of Party left country unexpectedly for personal reasons, and where the credit advisor had to postpone his arrival due to a heart attack.

One new feature in the relations between the two PVOs is that their activities are becoming more and more complementary. Not only is some of ACDI's training activity directed to recipients of ANERA's equipment (i.e., computers), where ACDI tops off the rudimentary software training given recipients, but in the new ANERA proposal (October, 1987), ANERA leans heavily on ACDI to provide training to cooperatives it hopes to work closely with over the next three years.

The WB/G Working Group follows implementation progress of ANERA and ACDI in the following ways: each PVO submits semi-annual progress reports; HQ staff of the PVOs brief the Working Group on their trips to the region; WG members visit project sites on trips to the region; WG receives opinions and observations from Embassy/Tel Aviv and ConGen/Jerusalem regularly.

3. Evaluation Study Questions:

3.1 Accomplishments to Date

The PVO Office in A.I.D.'s Asia Near East Bureau, ANERA and ACDI will provide the evaluation team with records and other documentation that describe on-going and completed activities of these two PVO's funded by A.I.D. in the WB/G. A complete inventory of these activities should be included in the evaluation report as an annex. On the basis of this information:

- On which sectors or sub-sectors have ANERA and ACDI focused their activities? Which have received the least attention? In which areas has implementation been least difficult? Most difficult?
- Based on the objectives stated in the grant agreements between A.I.D. and these two organizations, are accomplishments (outputs) satisfactory? In which areas have project outputs exceeded the original objectives? In which areas has performance been weakest, i.e., objectives have not been met? What factors - either internal (e.g., project design, implementation, management) or external (e.g., contextual socio-political conditions) - have contributed to satisfactory or unsatisfactory performance?



### 3.2 Project Implementation

Commodity procurement, construction, training and technical assistance constitute the major elements in ANERA and ACDI project activities. Based on the evaluation team's review of selected sub-projects:

- In regard to commodity procurement and construction, have decisions regarding the location and types of equipment to purchase been technically sound and commensurate with the financial capabilities and actual needs of the cooperative receiving the equipment? Are procurement procedures followed by ANERA adequate and expeditious given the local context and prevailing circumstances? What improvements could be made?
- In regard to the short-term and long-term technical assistance, has the quality of this assistance been adequate given the specific needs of the cooperatives receiving the assistance? Have the scopes-of-work for short-term advisors been specific as to the purpose, tasks and products of the assignments? Has the amount of technical assistance been adequate? Has it been excessive? Could local sources of technical assistance be used to a greater extent?
- Has the training of cooperative members in the use and maintenance of equipment, production techniques and management systems been provided effectively, e.g., on a timely basis, to the appropriate cooperative members, and reinforced at a later date?

### 3.3 ANERA and ACDI Operations

Are the planning and implementation procedures followed by ANERA and ACDI generally adequate and sound? Do ANERA and ACDI staff visit project sites frequently to stay informed of implementation progress or problems? Are project management information systems developed to track implementation progress? Do the reporting procedures and evaluation activities of ANERA and ACDI reflect adequate supervision and management of project activities? What improvements could be made? What data collection and/or reporting changes should be made to inform A.I.D. and other constituencies of project implementation status and development results?

Is the support provided by ANERA and ACDI Washington offices useful and effective in light of its cost? How could it be improved, reduced or is more needed?

In what activities do ANERA and ACDI coordinate and cooperate with each other, and with other U.S. or local PVO's? How effectively do ANERA and ACDI work with cooperative members, municipal officials, the military government and U.S. Government representatives in WB/G? In what areas could improvements be made? How could A.I.D. facilitate these improvements?

### 3.4 Expanding the Role and Strengthening the Capabilities of Cooperatives

The strategy guiding A.I.D.'s funding of ANERA and ACDI activities is that in the WB/G, cooperatives are indigenous or locally accepted organizations through which economic development can be advanced on a cost-effective and equitable basis. An intermediate step in improving the well-being of WB/G residents, therefore, is to expand and strengthen the role, functions and capabilities of cooperatives to serve the needs of its members.

What evidence is there that the cooperatives and municipalities assisted by ANERA and ACDI have increased their level of activity, e.g., new activities, expanded membership, increased levels of lending, increased production, greater volume of goods processed or marketed, etc.

How effective has management training been? What evidence is there that the internal management of the cooperatives has improved, e.g., progress toward economic sustainability, modification of user fees to recover the costs of services, better service delivery or facility management, improved accounting, increased democratization, active recruitment of new members? ACDI's training must be examined not in terms of training days but of training impact.

In ANERA's two credit projects, how have the application and evaluation procedures for obtaining loans been improved? What is the loan repayment rate? What efforts are made to collect delinquent loan repayments? Are additional efforts to educate borrowers on the use of credit needed?

### 3.5 Economic Benefits and Sustainability of Project Outputs

Have new production or management techniques introduced through the projects been adopted by farmers and other members of the cooperatives? Are there any estimates of adoption rates? Are additional efforts needed to increase adoption of these techniques?

In what sectors or sub-sectors have ANERA and ACDI projects been most effective? Least effective? What factors contribute to these results and what can be done to generate greater economic benefits in areas where performance has been weak?

What evidence is there that the activities of ANERA and ACDI have generated or are likely to produce quantifiable economic or social benefits for members of cooperatives, users of municipal facilities and others directly affected by the projects, e.g., increased farm production, employment generation, business expansion?

- Have the benefits of the projects been equitably distributed throughout the membership of the cooperative? Have women participated in and benefitted from the projects equally or significantly? What can be done to improve the distribution of benefits and the participation of women in the sub-projects? Are more special projects targetting on women needed?

Where new equipment or facilities have been provided through the project, are the financial resources of the cooperatives or municipalities sufficient to meet recurrent costs and projected replacement costs? What efforts have been made through ANERA and ACDI projects to achieve economic sustainability in these cases? What might be done to accomplish this better?

### 3.6 Future Activities

Based on the results of the evaluation, what overall programmatic changes are needed, e.g., concentrate project activities in specific areas, give greater attention to problematic areas, expand on the results of completed projects where appropriate, special projects targetted on women?

What management improvements are needed to improve the overall performance of ANERA and ACDI projects and A.I.D.'s relationship with them, e.g., better reporting, better planning of sub-projects, better monitoring and evaluation, more frequent communication between A.I.D. and ANERA and ACDI?

Have existing means/documents (Grant Agreement, logical framework, ACDI's own internal assessment mechanisms, the present evaluation scope of work) resulted in a thorough analysis of ACDI's training impact? What are ACDI's outputs beyond the number of training days? How should such output/impact analysis be assured in future grant activity with ACDI?

What programmatic changes are needed to align ANERA and ACDI activities more closely with A.I.D.'s WB/G strategy?

4. Methods and Procedures

In preparation for the evaluation, a two-day team planning meeting will be held in Washington, including briefings by A.I.D., ANERA and ACDI staff. Two of the team members will depart for WB/G. A third team member (the management specialist) will spend two additional days in Washington reviewing the support and management services ANERA and ACDI central offices provide to the field, and subsequently join the team in WB/G.

Key documents to be studied by the evaluation team and discussed during the two-day Washington, D.C. pre-departure visit are the following:

1. "Final Report: Internal Evaluation of Cooperative Development Project, West Bank, Gaza," by Leo A. Pastore, 1987."
2. "Evaluation of the ANERA West Bank/Gaza Development Program," ACDI, 1985.
3. ANERA proposal: "Cooperative, Municipal, and Business Development Project in West Bank/Gaza," Oct., 1987.
4. ACDI proposal: "West Bank and Gaza Cooperative Development Project," May, 1988.
5. Review of ANERA proposal by A.I.D. consultant Ed Harrell, March 21, 1988.

In WB/G, the evaluation team will meet with municipal officials, cooperative managers, board members, and coop members, military government officials, ministry officials, U.S. government officials, ANERA and ACDI staff, and other/local PVO staff.

ANERA and ACDI will make project files available to the evaluation team and arrange for meetings and travel as requested.

The evaluation team will select twenty to twenty-five sub-projects (ANERA) or groups that received training (ACDI) in the WB/G for site visits and detailed data collection. These cases will constitute an important part of the evidence upon which the evaluation will be based. The cases should be collected to cover the range of ANERA and ACDI activities. To the extent that time permits, the evaluation team will obtain information from cooperative members and those who use municipal facilities (e.g., wholesale markets, light industry centers) about the projects.

Because of the differing length of time ANERA and ACDI have been active in the WB/G, the evaluation team will have to differentiate between ANERA and ACDI activities in their data collection and reporting. In some cases, the study questions cited in Section 3 may have to be adapted or modified to accommodate the time difference between ANERA and ACDI activities.

5. Evaluation Team Composition and Scheduling

The evaluation team will be composed of the following specialists:

Key members:

1. A management specialist with work experience with PVOs and development of cooperatives in LDC's, who will serve as the team leader;
2. An agricultural economist with project-level work experience in small farm production, marketing systems, agricultural credit and development of cooperatives; and
3. If available, an A.I.D. mechanical/civil engineer with power generation work experience.

The services of an agricultural economist and management specialist will be obtained through an 8(a) firm. Either the management specialist or agricultural economist (preferably both) should have previous work experience in the region. An A.I.D. engineer will participate as the third team member if possible.

The team will work a six-day week during the following schedule:

- 2 days in AID/Washington for a team planning meeting;
- 4 days (total) in travel status;
- 4 weeks in WB/G to collect data;
- 1 week in WB/G to produce a draft report; and
- 5 days (team leader only) to revise and incorporate comments on the draft report to produce a final report which meets Agency evaluation standards.

6. Reporting Requirements

Compliance with A.I.D. evaluation standards (see A.I.D. Evaluation Handbook) will be required for acceptance of the final evaluation report and payment. The final evaluation report will include an executive summary; project identification face sheets; a summary evaluation matrix of findings, conclusions and recommendations by issue; the body of the report organized by issue and associated findings, conclusions and recommendations; annexes which will include a copy of the scope-of-work, a list of individuals interviewed, reports and other reference materials, a list of on-going and completed project activities, and other appendices as the team so chooses.

A draft report will be prepared and distributed at least two days prior to an exit debriefing in Jerusalem. The draft evaluation report will be distributed to the ANE WB/G working group for review and comment, which will be provided within five working days of receiving the draft. The team leader will then revise and respond to comments received both in WB/G and from AID/W. All factual errors will be corrected; matters of judgement or interpretation will be dealt with at the discretion of the team leader.

8126F

**APPENDIX B**  
**PROJECT LOGFRAMES**

# LOGICAL FRAMEWORK

## COOPERATIVE DEVELOPMENT PROJECT - WEST BANK & GAZA

LIFE OF PROJECT: FEB 86-DEC 88  
GRANT NO: ANE-0159-G-SS-6020-0074

NARRATIVE SUMMARY	INDICATORS	VERIFICATION MEANS	ASSUMPTIONS
<b>PROJECT INPUTS</b>			
<b>I. Staff</b>			
A. Long-term (Expatriate)			
1. Coop Management Specialist (COP)	34 person-months	Project Documents, Records	A. Staff design and deliver effective and acceptable cooperative systems and training in management & operations, accounting & MIS, marketing, credit administration, and cooperative education.
2. Management Training Specialist	29		
3. Credit Systems Specialist	24		
B. Long-term (Local)			B. Qualified Palestinians are available and can be employed as Project staff.
1. Office Manager	32		
2. Secretary	30		
3. Coop Education Specialist	25		
C. Short-term (Expatriate and Local)			C. Funding is available at projected levels and provides adequate physical and human resources.
1. Baseline			
a. Project Start-up	2		
b. Credit/Finance	1		
c. Marketing	2		
d. Coop Management/Operations	2		
e. Coop Education	2		
f. Village Electrification	1		
g. Project Tracking/Impact	1		
h. Role of Women	2		
2. Systems Development			
a. Management & Operations	4		
b. Accounting & MIS	2		
c. Credit Admin. & Village Savings	2		
d. Marketing	8		
e. Train Trainers/Trng Administration	8		
3. Trainers in Coop Principles and:			
a. Coop Management			
b. Accounting/MIS/Auditing			
c. Marketing			
d. Credit/Finance	30 person-months		
e. Coop Education			
f. Technical Equipment etc.			
4. Others as Needs Assessment Determines	8 person-months		
<b>II. U.S. &amp; Third Country Training</b>	20 person-months		
<b>III. Space and Commodities</b>			
A. Office Space			
B. Training Space			
C. Vehicles			
D. Training Equip. & Supplies			
E. Computer & Software			
F. Books, Materials, etc. on Coops			



NARRATIVE SUMMARY	INDICATORS*	VERIFICATION MEANS	ASSUMPTIONS
<b>PROJECT OUTPUTS</b>			
1. Improved basic systems in place in cooperatives for: <ul style="list-style-type: none"> <li>a. Management &amp; Operations</li> <li>b. Accounting &amp; MIS</li> <li>c. Credit Administration incl. Village Savings Pilot</li> <li>d. Marketing</li> <li>e. Cooperative Education for Members</li> </ul>	1. 15 fully-qualified Palestinian trainers. 1a. 25 percent of coops using management system. 1b. 25 percent of coops using accounting MIS system. 1c. 3 regional marketing coops using marketing system. 1d. 25 percent of coops have installed coop education program for members. 1e. 25 percent of coops with funds for credit using credit administration system. A new village cooperative savings and credit pilot unit is operating.	1. Visit cooperatives, interview staff and members.	A. New systems for management, accounting MIS, marketing, cooperative education, and credit administration improve performance of cooperatives.  B. Cooperatives follow open membership policy.  C. Improved performance of cooperatives will attract new members.
2. Cooperative managers, staff, directors, and members trained in cooperative principles and basic systems.	2. Successful completion of relevant training by: <ul style="list-style-type: none"> <li>60% of coop managers</li> <li>60% of coop accountants and treasurers</li> <li>40% of cooperative directors</li> <li>50% of staff with technical responsibilities</li> <li>60% of staff involved with credit programs</li> </ul>	2. Project training materials and records.	
3. Performance evaluation system in place for individual cooperatives.	3. Cooperative rankings and awards	3. Project documents.	
4. Cooperative library established.	4. Historical and current descriptive data and other information on cooperatives in the West Bank and Gaza as well as on the international cooperative movement.	4. Visit library.	
5. Studies completed: <ul style="list-style-type: none"> <li>a. Cooperative Information (database)</li> <li>b. Financial Institutions in WB/G</li> <li>c. Economy of West Bank and Gaza</li> <li>d. Institutionalization of Training</li> <li>e. Role of Women</li> <li>f. Project Tracking/Impact</li> </ul>	5. Project documents		

\* These accomplishments (number and percentages) are based upon remaining term (2+ years) of this three-year Project. Regarding definitions: Management, MIS, and marketing "systems" will be relatively simple and it is believed outputs are achievable.

NARRATIVE SUMMARY	INDICATORS*	VERIFICATION MEANS	ASSUMPTIONS
<b>PROGRAM GOAL</b>			
Increase the income and thereby improve the well-being of members of Palestinian cooperatives.			A. No adverse political changes occur in the region.
<b>PROJECT PURPOSE</b>	(End of Project Situation)		
Increase the number of successful cooperatives in the West Bank and Gaza, and the number of members served.	<ol style="list-style-type: none"> <li>1. Increase of 5% over baseline in total cooperative membership in West Bank and Gaza.</li> <li>2. Increase of 10% over baseline in cooperatives reporting profitable operations.</li> <li>3. Increase in the number and types of services cooperatives offer to their members.</li> <li>4. Improved volume of business, resulting in part from improved marketing performance locally and in Amman.</li> <li>5. Appropriate entities identified to continue program of cooperative training and education in the West Bank and Gaza.</li> <li>6. Project tracking/impact system reflects Project benefits exceeding Project costs.</li> <li>7. Credit Component: A "sound credit" approach is in place among West Bank and Gaza cooperatives.</li> <li>8. Credit Component: One village savings and credit cooperative is operating successfully and a plan is ready to develop similar societies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Project database and cooperatives' records.</li> <li>2. Project database and cooperatives' records.</li> <li>3. Visit cooperatives, interview staff and members.</li> <li>4. Cooperatives' records, Government of Jordan data on Amman Central Market.</li> <li>5. Meet officials of identified entities.</li> <li>6. Review status report.</li> <li>7. Project documents, cooperative records.</li> <li>8. Visit cooperative, Project documents.</li> </ol>	<ol style="list-style-type: none"> <li>A. Successful cooperatives increase income and economic and social well-being of members.</li> <li>B. Overall economic situation in region does not deteriorate.</li> <li>C. Authorities encourage cooperative development.</li> </ol>

\* See footnote on page B-2.

62

**LOGICAL FRAMEWORK SUMMARIZING  
ANERA'S PROJECT DESIGN FOR WEST BANK & GAZA RURAL AGRICULTURAL PROJECTS**

ACTMITY	OUTPUT	INDICATORS
o Mechanized Agriculture	o Functioning mechanized units in place, consisting of tractors and other farming implements.	o Sheds ___, tractors ___, water tanks ___, sprayers ___, threshers ___, and miscellaneous farm implements ___.
o Land Reclamation	o Unit in place and operating efficiently and effectively.	o 1 bulldozer
o Water Management/Irrigation	o Functioning irrigation system in place consisting of reservoirs, pipes, laterals, etc.	o 5 reservoirs, pumps, miscellaneous equipment
o Livestock Improvement (sheep breeding and fattening)	o Improved sheep breeds in place on fattening farm.	o 50 improved breed sheep
o Poultry Improvement (feed mill, hatchery, storage)	o Expanded feed mill operating with pellet machine on-line supply feed to members.	o 1 storage facility w/1 pellet machine
o Dairy Processing Improvement	o Functioning processing facility in place, servicing farmers.	o 1 building w/equipment
o Plant Nursery Improvement	o Nursery in place, servicing farmer needs.	o Hothouse, no overaged plants
o Olive Pressing Improvement	o Functioning olive press in place, servicing farmer needs.	o 1 building w/equipment
o Domestic/Export Market Improvement	o Functioning wholesale market complex in place, servicing farmers.	o 40 x 100m building, and cold storage room w/refrigeration equipment
o Credit Facilitation	o Revolving loan system in place, servicing farmer needs.	o "window" and funds for program
o Phylloxera Eradication	o A system to provide farmers with resistant rootstock budded with varieties requested.	o 60,000 bedded resistant rootstock per year

Note: ANERA did not prepare logical frameworks prior to 1987. This logframe was constructed to provide guidance for the evaluation effort--GM.  
(Other useful indicators where appropriate could be yearly costs of production, yearly operating costs including depreciation, improved profit per dunum.)

**LOGICAL FRAMEWORK SUMMARIZING**  
**ANERA'S PROJECT DESIGN & EVALUATION OF WEST BANK AGRICULTURAL SERVICES -- PROJECT # 5**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>GOAL</b>			
Increase income of small farmer members & non-members of agricultural cooperatives in the 15 villages on the West Bank.	Average income of the small agricultural farmer will increase from \$300 to \$400 per year after using the mechanized unit for 1 year.	1. Sales & market price figures of agricultural produce sold by farmers.  2. Coop records for distribution of dividends to members.	1. Protection of small farmers from unscrupulous middlemen and merchants.  2. Inflation does not exceed 15% per year.
<b>PROJECT PURPOSE</b>			
1. Increase productivity & production of the small farmer in the 15 villages concerned.  2. Lower the costs of cultivation for the farmer beneficiaries.	4,000 farmers (owning 10 dunums or less) increase fruit, vegetables & grain production by 30%.	1. Dept of Agriculture Extension Agents harvest records.  2. Survey of farmers output utilizing mechanized units.	1. Prices of fruit, vegetables & grains remain stable  2. Market absorbs increased production each harvest  3. No waste or spoilage occurs in market storage system
<b>OUTPUT</b>			
Functioning mechanized units in place, consisting of tractors & other farming implements.	1. 15 sheds to be constructed to house the mechanized units. 2. 22 large & small tractors are in operation. 3. 15 trailers, 11 water tanks, 22 sprayers & 8 threshers are used for various farming activities. 4. 149 farm implements, e.g. ploughs, discs & cultivators operating in conjunction with tractors.	1. Project records of agricultural cooperatives 2. Project records of coops  3. Project records of coops  4. Project records of coops	1. Coop managers correctly supervise the use of the machinery 2. Tractor drivers operate the machinery effectively & efficiently 3. 22 inches of rainfall Oct.-May
<b>INPUTS</b>	<b>LEVEL OF EFFORT</b>	<b>EXPENDITURE FOR EACH ACTIVITY</b>	
1. Construct sheds for mechanized units.	1. 3 months	\$180,000	1. Coop records & building contractor reports
2. Purchase tractors & equipment.	2. 3-6 months	782,250	2. Coop & supplier records
3. Hire tractor drivers.	3. 2 months	—	3. Coop Manager's records & reports
4. Train managers & coop tractor drivers	4. 2 months	5,000	1. Farmer members of coops willing to put up their share of the cost of sheds 2. Can recruit & train dependable tractor drivers & managers for mechanized units

**APPENDIX C**  
**BIBLIOGRAPHY**

65

## BIBLIOGRAPHY

### I. ACDI CDP

- Cooperative Development Project "Implementation Plan for the West Bank and Gaza," September 1986.
- Cooperative Development Project Semi-Annual Program Performance Report, March 1 - August 31, 1987.
- Cooperative Development Project Semi-Annual Program Performance Report, September 1 - February 29, 1988.
- Cooperative Development Project Semi-Annual Program Performance Report, March 1 - August 31 1988.
- Cooperative Development Project on the West Bank and Gaza -- A Grant Proposal. June 1985.
- Burkes, Marshall. "Financial Resources for Cooperatives and their Members." Cooperative Development Project Report, October 25, 1986.
- Edmondson, Jack. "Assessment of Cooperative Housing in the West Bank and Gaza," Cooperative Development Project Report, October 2, 1987.
- Wooton, Len B. "Consultancy Report on Palestine Market Perspective," Cooperative Development Project Report, July 1988.
- Pastore, Leo A. "Internal Evaluation of Cooperative Development Project West Bank, Gaza," June 15, 1987.
- Jackson, Bard. "Recommendation to Strengthen Village Electric Cooperatives in the West Bank," November 1986.
- Wooton, Len B. "Marketing -- Education Training and Market Development," April 1987.
- "A Development Challenge -- Strengthening West Bank and Gazan Cooperatives," U.S. Overseas Cooperative Development Committee.
- West Bank and Gaza Cooperative Development Project, "Project Extension Proposal," May 1988.
- West Bank and Gaza Cooperative Development Project, "Project Extension Proposal," January 1988.
- Cooperative Development Project, "Concept Paper: Institutionalization of CDP Training Activities," March 1988.

Evavuld, John. "Operations/Management," Cooperative Development Project Report, September 1986.

Ott, Gene. "Recommendations on Cooperative Education Program for the West Bank & Gaza," Cooperative Development Project Report, September 1986.

Evavuld, John. "Operations/Management Training," Cooperative Development Project Report, March 1987.

Burkes, Marshall. "West Bank and Gaza Strip Cooperative Network for ANERA Revolving Fund," Cooperative Development Project Consultant's Report, April 12, 1987.

List of Cooperatives whose Members have attended CDP Courses. September 1988.

## II. ANERA

Johnson, Ralph B. "Evaluation of the ANERA West Bank/Gaza Development Program," September 1985.

Young, Frank. "ANERA Cooperative, Municipal and Business Development Projects in West Bank/Gaza Strip," October 1987.

Grant No. AID/NE-G-1708, August 29, 1980.

"Sub-grant Disbursements during Intefada and Projects Idea List," Memorandum dated September 9, 1988.

"Evaluation of the AID-funded PVO Development Assistance Program in West Bank & Gaza (1975-1984)," The International Science & Technology Institute Inc., September 1984.

"Cooperative Municipal and Business Development Projects in the West Bank Gaza Strip," ANERA proposal (with appendices), October 1987.

ANERA Annual Report, 1988.

ANERA Annual Report, 1987.

Summary Report of ANERA Sub-projects, December 1987.

Summary Report of ANERA Sub-projects, May, 1987.

Summary Report of ANERA Sub-projects, November 1986.

TPM Matrix information.

Field Trip Report - ANE/PD Engineer Abraham Grayson, November 1987.

Field Trip Report - ANE/PD Engineer Abraham Grayson, March 1987.

ANERA Project Proposals, June 1979.

ANERA 1987-1988 Annual Report.

### III. AGENCY FOR INTERNATIONAL DEVELOPMENT

A.I.D. Evaluation Handbook, A.I.D. Program Design & Evaluation Methodology, Report No. 7, April 1987.

Hermann, Chris, and Labat-Anderson Incorporated. "Horticulture Improvement and Training Sub-project Evaluation."

"Conducting Group Interviews in Developing Countries." A.I.D. Program Design & Evaluation Methodology Report No. 8, April 1987.

"Evaluation of the Home-Based Rehabilitation Programs for Disabled Children in the West Bank and the Gaza Strip." Netherlands Government Mission, June 1987.

Uphaus, C. West Bank/Gaza Agricultural Credit Survey. July 1988.

A.I.D.-Supported Programs in the West Bank and Gaza. Agency for International Development, November 17, 1986.

Strategy Statement -- The Direct West Bank/Gaza Program and the Jordan West Bank/Gaza Development Program. Agency for International Development, December 1987.



**APPENDIX D**  
**PERSONS CONTACTED**

## **APPENDIX D**

### **Discussions and Interviews**

**Washington, D.C., September 26 & 27, 1988**

Gerry Kamens	Director, MENA Desk
Steve Grant	Project Officer
Charles Uphaus	Agricultural Officer
Diane Ponasik	Evaluation Officer
Peter Gubser	President, ANERA
Ron Gollehon	President, ACDI
Robert Flick	Senior Vice-President, ACDI
Jerry Lewis	Vice President, ACDI
Don Thomas	Chief of Party, ACDI, Jerusalem
Ted Weihe	Executive Director, U.S. OCDC

**Jerusalem, October 18, 1988**

#### **American Consul Office**

Liane Dorsey, Political/Economic Officer Consul General  
(ConGen)  
Jake Waller, U.S. Embassy Economics Officer, Tel Aviv

#### **Cooperative Development Project Office**

Hameed Abu Yousef	Assistant to Cooperative Register, GOI
Al Bakri	
Muhammed Doudeen	Hebron Region Cooperative Director
M. Milhena	Assistant Director
Adel Ansary	Ramallah Region Cooperative Director
Farouk Muzzafer	Bethlehem Region Cooperative Director
Ismail Masoud	Nablus Region Cooperative Director
Hamid Namourah	Follow-up Committee member - Bethlehem
Abdul Lateef Zawati	Follow-up Committee member - Nablus, and Manager, Agriculture Mar- keting Union
Adnon Obeidut	Cooperative Consultant, JCO, ANERA
Hafiz Mujahed	Director, Hebron Training Institute, GOI
Abulraman Abu Arafat	JCO Livestock Specialist
Don Thomas	Chief of Party, CDP
David Davies	Training Advisor, CDP
Richard Neis	Credit Advisor, CDP
Daoud Istanbuli	Cooperative Education Specialist, CDP
Jake Waller	Economic Officer, U.S. Embassy, Tel Aviv
Liane Dorsey	Political/Economic Officer, ConGen Jerusalem
Gabbi Abboud	A.I.D. Program Assistant, ConGen Jerusalem

**Jerusalem, October 19, 1988**

**Philip Wilcox**

**Consul General**

**ANERA Office**

**Lance Matteson  
Adnan Obeidat  
Kamal Khureisheh  
Liane Dorsey**

**Field Representative  
Cooperative Consultant  
Cooperative Consultant  
Political/Economic Officer, ConGen  
Jerusalem (WB)**

**Jake Waller**

**Economic Officer, U.S. Embassy,  
Tel Aviv**

**Gabbi Abboud**

**A.I.D. Program Assistant, ConGen**

**CDP Office**

**Don Thomas  
David Davies  
Richard Neis  
Daoud Istanbuli**

**Chief of Party, CDP  
Training Advisor, CDP  
Credit Advisor, CDP  
Cooperative Education Specialist**

**Bethlehem Region and District, October 20, 1988**

**Beit Sahour Holy Land Handicraft Coop**

**Yunan Qumsiyeh  
Yacoub Sa'ad  
Jamal Bannoura  
Yacoub Awdeh  
Farouk Muzaffar  
Hamid Namoura  
Tarek Mustafa**

**Chairman  
Treasurer  
Prospective member  
Member  
Cooperative Director, Bethlehem  
Follow-up Committee, Bethlehem Region  
Deputy Director, JCO, Bethlehem Region**

**Those with the evaluators at the above site were Hamid  
Namourah, Follow-Up Committee; Liane Dorsey and Gabbi Abboud,  
ConGen; Adnan Abeidat, Consultant, ANERA; David Davies, CDP.**

**Beit Jala Municipal Light Industry Center**

**Faran Araj  
Municipal engineers**

**Mayor, Beit Jala**

**Beit Jala Olive Press Cooperative**

**Sulaiman Mukerker  
Issam Hayk**

**Chairman  
Cooperative Manager, Agricultural  
Engineer**

**Kamel A'ed Kamel  
Issa Atallah  
Judeh el-Araj  
Rafleh el-Sous  
Hana Mureh  
Hana Allam**

**Secretary  
Treasurer  
Board member  
Board member  
Board member  
Chemical Engineer**

**Bethlehem Arab Women Union/Rehabilitation Revolving Loan Committee**

**Tony Saba  
Qanawati  
Hilweh Jaqaman**

**Chairman  
Treasurer  
member**

Those with evaluators at last stop: Liane Dorsey and Gabbi Abboud, ConGen; Pat Matheson, A.I.D./ANE/PD

**Jerusalem October 21, 1988**

**CDP Office**

**Don Thomas  
David Davies  
Richard Neils  
Omar Daoudi  
Mansouk Zaher  
Arafat Dajani  
Nijad Ghannam  
Ahmed Tayseer  
Joseph Nesnas  
Arafat Vahil Handal**

**Chief of Party, CDP  
Training Advisor, CDP  
Credit Advisor, CDP  
Manager, Turqumia Olive Press  
CDP Field Educator, Dairy  
CDP Field Educator, Marketing  
CDP Field Educator, Coops  
CDP Field Educator, Computers  
CDP Administrative Manager  
Credit Consultant**

**ANERA Office**

**Lance Matteson  
Adnan Obeidat  
Kamal Khureifshah**

**Field Representative, ANERA  
Cooperative Consultant, ANERA  
Consultant, ANERA**

**Jerusalem, October 22, 1988**

**Fryal Darwageh  
Hassoneh  
Pat Matheson**

**Social Welfare, GOI, Nablus  
A.I.D.-ANE/PD**

**Ramallah Region, October 23, 1988**

**Kalandia Handicraft Cooperative**

**Miss Fatima Jibril  
Miss Khadijeh Farham  
Ms Najla' Nablusi  
Miss Nadia  
Miss Zamaq**

**Chairman  
Treasurer  
Board member  
Board member  
Worker**

**Ramallah Marketing Cooperative**

**Sharif Hasan  
Issideen Iqtout  
Na'eem Tayei'  
Adel Ansary  
Yaqoub Tahir**

**Chairman  
Manager, Agricultural Engineer  
Secretary  
Director  
Board member**

### **Beit Nouba Livestock Cooperative**

Nidal Sultan	Manager, Agricultural Engineer
Yosif Orsan	Secretary
Dr. Mansour Csharaba	Field Educator, CDP

### **Ramallah Poultry Cooperative**

Abid Qager Abu Oqab	Cooperative Manager
Mahmoud Samara	Secretary
Moua Sa'adeh	Board member
Fahi Salah	Board member
Wajeh Taleeb	Board member

### **Al Jeeb Agricultural Cooperative**

Isma'el Abid el Rahman	Chairman
Hussein Saber	Secretary
Ahmed Masri	Treasurer
Modammed Khais	Board Member
Shaker Sa'adeh	Board Member

Those accompanying the evaluation team were Liane Dorsey, Political/Economic Officer, ConGen Jerusalem (WB); Pat Matheson, A.I.D. ANE/PD; Adnan Obedat, ANERA consultant; Lance Matteson, Field Representative, ANERA; Adel Ansary, Cooperative Director, Ramallah Region; Gabbi Abboud, ConGen A.I.D. program assistant.

**Nablus Region October 24, 1988**

### **Azzaoun Land Reclamation (Tulkarem District)**

Amin Adib Esslam	Chairman
Mohammed Qahwash	Cooperative Manager
Mohammed Abir	Employee
el Rahman	
Hamdan Abu Shihab	Accountant
Sh er Khleaf	Tractor Driver
Abia Latif Zawati	Follow-up Committee Member
Moh'd Mahmoud el Saleh	Cooperative Advisor

### **Tulkarem Livestock Cooperative (Tulkarem District)**

Taysir Sarghali	Manager & Chairman
Ali Farid Barakeh	Secretary
Ibrahim Salman	Board Member
Husni Nasif	Cooperative Member

### **Qalquilya Agricultural Marketing Cooperative (Qalquilya District)**

Malmoud Da'meh	Chairman
Aisni Abdallah Abed Al Kader	Treasurer
Muhammad Abdallah Da'oud	Secretary
Mufid Isma'il	Member

**Nazleh El Sharqiyyeh Cooperative (Jenin District)**

Nimer Diyab Ibrahim	Chairman
Ahmad Abed Al Hamid	Treasurer (host)
Mustafa Amin Youssef	Secretary
Faris Amin Youssef	Member

The following persons attended all the interview meetings:

Abed Al Latij Zawati	Follow-Up Committee Member and Manager, Cooperative Marketing Union
Muhammad Mahmoud Al Saleh	Cooperative Advisor
Hamdan Abu Shanab	Accountant for Cooperatives in Tulkarem District

**Gaza Strip October 25, 1988**

**Khan Younis Municipal Slaughterhouse**

Suleiman Zare' Al Astal	Mayor, Khan Younis
Zafer Al Farra	Counselor
Muhammed Al Astal	City Engineer

**Khan Younis Vegetable and Marketing Cooperative**

Abdul Nasser Madhi	Agricultural Engineer, Manager (nursery)
Ahmed Salman Al Qarra	Tractor Driver

Those with the evaluation team: Isam Shawwa, ANERA Gaza and Lance Matteson, Field Representative, ANERA.

**Hebron Region & District October 27, 1988**

**Sourif Women's Cooperative**

Ms. Zaimah Ahmud El Akel	Manager
Ms. Halimeh Nassar	Secretary
Ms. Mariam Jume'	Member
Ms. Najah Muhammad	Member
Ms. Sawsan Abu Ta'a	Board Member
Ms. Kawthar 'Ihdush	Board Member

**Targumiya Olive Press and Nursery Cooperative**

**Olive Press**

Omar Daoudi	Manager
Abed Al Wahab Ghrayyib	Board Member
Youssef El Shalaldeh	Board Member
Youssef Abed Al karim El Adam	Board Member

Several members at the presses.

## **Nursery**

Sa'id 'Atawneh	Director
Ahmad Jaber 'Asafra	Worker
Mahamoud Khillawi	Worker
Muhammad Musa Jabran	Worker
Abed Al Jawwad Ghrayyib	Worker
Muhammad Mahmoud Qabasheh	Worker

## **Al Burj, Al Birah Agricultural Cooperative**

Muhammad Khalil Ibrahim Douedeen	Chairman
----------------------------------	----------

## **Fawwar Electric Cooperative**

Youssef Hlaigawi	Chairman
Muhammad Najjar	Secretary
Asa'd Abu Fodeh	Treasurer
Hasan Hlaigawi	Board Member
Musallam El Turshan	Board Member
Husain El Tifi	Board Member

Muhammad Douedeen, Director, and Mr. Milhem, Assistant Director of the Cooperative Office in Hebron, attended all the meetings.

Jerusalem October 28, 1988

## **CDP Office**

Don Thomas	Chief of Party, CDP
David Davies	Training Advisor, CDP
Lance Matteson	Field Representative, ANERA
Liane Dorsey	Political/Economic Officer, ConGen

## **ANERA Office**

Lance Matteson	Field Representative, ANERA
Adnan Obeidat	Cooperative Consultant, ANERA
Kamal Khureisheh	Consultant, ANERA

Jerusalem October 29, 1988

David Davies	Training Advisor, CDP
--------------	-----------------------

Jerusalem October 30, 1988

Liane Dorsey	Political/Economic Officer, ConGen
Professor Dr. Heinz Stroffregen	Economic Advisor, Government of Jordan
Omar Daoudi	Manager South Hebron Olive Press Coop
David Davies	Training Advisor, CDP

**Gaza Strip October 31, 1988**

**Gaza Municipal Rainwater Conservation Program**

<b>Hazem Tarazi</b>	<b>City Engineer</b>
<b>Muhammad Zeineddin</b>	<b>Accountant</b>

**Beit Lahia Strawberry and Vegetables Cooperative**

<b>Rizq Abu Halita</b>	<b>Chairman</b>
<b>Ayesh 'Ulayyan</b>	<b>Secretary</b>
<b>Fayeq Khudhair</b>	<b>Treasurer</b>

Those with the evaluation team: Lance Matteson, Field Representative, ANERA; Isam Shawwa, ANERA Gaza

**Jerusalem November 1, 1988**

**Telephone calls to:**

Arne Neilsen, EEC  
French Embassy  
French Consulate (Jerusalem)  
Netherlands Embassy  
German Embassy  
Norwegian Embassy

**Jerusalem November 2, 1988**

French Consulate

AMIDEAST  
Mennonite

Save the Children Federation  
Catholic Relief Service

Gabbi Abboud

David Davies

M. Leroy Conseiller Commercial  
F. Killi, Export Agricola  
Sara Gentry, Director  
Kent Stuckey, Country Representative and  
Sakin Dajani, Women's Development Officer  
Chris George, Director  
Sister Leona Donahue, Director  
A.I.D. Program Assistant, ConGen  
Training Advisor, CDP

**Hebron Region November 3, 1988**

**Halhul Municipal Wholesale Fruit & Vegetable Market**

Muhammad 'Araman  
Muhammad Misha'l  
Muhamma Ahmad  
Jbrahim  
Ata Ichamis  
Muhammad Izhalil

The Secretary of Halhul Municipality  
Member in Halhu Municipality  
Merchant  
Merchant  
Member in Halhul Municipality



Barbarwi	
Muhammad Abu	Member in Halhul Municipality
Rayyan	
'Abed Youssef	Merchant and Farmer
Muhammed Hasan Wawi	Farmer

**Hebron Agricultural Processing & Marketing Cooperative  
(Halhul Market) (Phylloxera project)**

Youssef Jibril	Manager
'Ari Sulaiman Da'ud	Secretary
Salim Al Nammurah	Boardmember
Sawhi Abu Hamid	Boardmember
Muhammad Mash'al	Coopmember

**Hebron Agricultural Processing and Marketing Cooperative (Hebron Office)**

Muhammad Nassar	Auditor for Coops in Hebron District
Muhammad Abu	Cooperative Advisor
Youssef	
Yassir Nassar	Cooperative Advisor
Sa'id Nassar	Advisor for Cooperatives in Hebron District

**Patients' Friends Society - Hebron**

Dr. Hafiz Abed Al Nabi	President
Dr. Mahmud Al Tamimi	Vice President
Jawad Al Karaki	Public Relations Department

**Post Graduate Union (P.G.U.) - Hebron**

Mahmoud Qawusmeh	Dean of the Community College (Polytech)
Aziz Umro	Assistant to Dean
Ahmed Busaileh	P.G.U. Secretary
Ibrahim Arafat	Head of the Machinery Department
Talal Duwaik	Instructor
Omran Tamimi	Public Relations
Muneir Umro	" "
Moh'd Qafesheh	Employee

Those with the evaluators were George Saboura and Gabbi Abboud, ConGen; Adnan Obeidat, Cooperative Consultant, ANERA; Omar Daoudi, Manager, Tarqumiya Olive Press Cooperative.

**Jericho/Jordan Valley, November 5, 1988**

From the road saw the farming area in the valley with land under cultivation, and potential expansion possible from using water saving techniques.

### **Jericho Marketing Cooperative**

(Visited an avocado grove and met with farmers and cooperative members at the farm)

Khalid el Qutob	Chairman
Ag. Eng. Mansour Khifeh	Cooperative Manager
Rajih el Shaka'	Farmer/Member
Ag. Eng. Bassam Darghmeh	Secretary
Ag. Eng. Samer el Titi	Visitor
Silham el Nimer	Farmer/Member
Hasan el Assi	Farmer/Member
Mahmond el-Shumairut	Farmer/Member
Hafiz el-Shaka'	Farmer/Member
Bashar el-Shaka'	Farmer/Member
Adel Ansuri	Cooperative Director

(Visited the packing shed under construction at Kilflik)

### **El-Nassarieh Livestock Cooperative**

Mohammed Khalil	Chairman
Ali M. Sharif	Treasurer
Ag. Eng. Ahmed Daraghmeh	Manager
Sulieaman Mahmoud	Employee
Salem Mahmoud	Employee
Aymen el-Norry	Salesman
Mohammed Hudroh	Manager, Agricultural Marketing Cooperative, Nablus

Accompanying the evaluators were Liane Dorsey, ConGen POL/ECON; Adnan Obiedat, Cooperative Consultant, ANERA; Daoud Istanbuli, Cooperative Extension Specialist, CDP.

November 7, 1988

### **Bethlehem Region and District**

#### **Bethlehem Consumer Cooperative**

Anwar Se'id	Employee in Charge
Jamil Jaraysih	Board Member

#### **Wadi Fukkim Agricultural Cooperative**

Awmi Manasra	Chairman
Mahmud Bedir	Treasurer
Kasim Bdul rahim	Member

#### **Al Ma'rifa Mutual Benefit Cooperative**

Ali Shkairat	Chairman
Ali Khalil Shkairat	Assistant Manager
Atiyyil Shkairat	Member

Mahmud Salamih	Member
Mahmud Hamdan	Board Member
Kayid Abdallah	Board Member
Salim Salamih	Member
Muhammed Ibrahim	Member
Abid Musa	Member and employee
Mazim Shkairat	Accountant

Accompanying the evaluators were Adnan Obeidat, Cooperative consultant, ANERA; David Davies, Training Advisor, CDP; Kamal Khureisheh, Consultant, ANERA.

November 8, 1988

Nablus Region and District

Nablus Agricultural Marketing Cooperative

Tahsim El Faris	Chairman
Muhammad Awad Hudrob	Manager
Ismail Masoud	Director of Cooperatives, Nablus Region
Ahmad Jabir	Director of Agriculture, West Bank
Abdul El Zawati	Follow-Up Committee Member and Manager, Agricultural Marketing Union

'Asira Al Shamaliyya Electrical Cooperative

Na'il Abdul Rohman	Chairman
Ahmad Abdul Karim	Board Member
Faruq Abdul Karim	Board Member
Ziyad Ibrahim	Board Member
Darwish	
Hamed Muse	Cooperative Member

In attendance were: Daoud Istanbuli, Cooperative Extension Specialist, CDP; Gabbi Abboud, A.I.D. Program Specialist, ConGen; Kamal Khureisheh, Consultant, ANERA.

Jerusalem, November 9, 1988

Jake Waller	Economics Officer, U.S. Embassy
General Zack	Deputy Coordinator, CIVAD
Ytzhakk Zacci	Ministry of Defense
Arne Beck Nielsen	EEC DPM
Peter Gubser	President, ANERA
Lance Matteson	Field Representative, ANERA

Jerusalem, November 10, 1988

Don Thomas	Chief of Party, CDP
Richard Neis	Credit Advisor, CDP
David Davies	Training Advisor, CDP
Khalid el Qutob	Chairman, Jericho Agricultural Marketing Cooperative
Liane Dorsey	Political/Economic Officer, ConGen

**Jerusalem, November 11, 1988**

**Stephen Grant  
Phil Brown**

**Project Officer, A.I.D./ANE/TR/HR  
Incoming Credit Advisor, CPN**

**Hebron, November 14, 1988**

**Hafez Mijahed**

**Director Cooperative and Labor  
Training Institute**

**Mohammed Douadeen  
Omar Daoudi**

**Cooperative Director, Hebron Region  
Manager Tarqumia Olive Press**

**Jerusalem, November 17, 1988**

**Liane Dorsey  
Jake Waller  
Peter Gubser  
Lance Matteson**

**Political/Economic Officer, ConGen  
Economic Officer, U.S. Embassy Tel Aviv  
President, ANERA  
Field Representative, ANERA**

**Jerusalem, November 18, 1988**

**CDP Office**

**CDP Staff and Ted Weihe, OCDC, and Jack Edmundson (incoming  
Chief of Party).**

**Jerusalem, November 21, 1988**

**CDP Office**

**Don Thomas  
Hanud Namoura  
Farouk Muzzafar  
Muhammed Daoudeen  
N. Milkem**

**Chief of Party, CDP  
Follow-up Committee  
Cooperative Director, Bethlehem Region  
Cooperative Director, Hebron Region  
Assistant to Cooperative Director,  
Hebron Region**

**Abulraman Abu Arafa  
Daoud Istanbuli  
Joseph Nesnas**

**Livestock Specialist, JCO  
Cooperative Extension Specialist, CDP  
Administrative Officer, CDP**

**APPENDIX E**  
**CDP OUTPUT DATA**

**Number of Courses and Trainees**  
**by Function of Trainee and Type of Cooperative**

**Example of Field Educator's Log**

**TABLE E - 1: NUMBER OF COURSES AND TRAINEES  
BY FUNCTION OF TRAINEE AND TYPE OF COOPERATIVE**

TYPE OF COOPERATIVE (Number)	MANAGERS			BOARD OF DIRECTORS			MEMBERSHIP		
	Total Number	Number Trained	Number of Courses	Total Number	Number Trained	Number of Courses	Total Number	Number Trained	Number of Courses
Agriculture (3)	1	1	3	19	1	1	143	45	20
Credit and Thrift (8)	0	0	0	43	6	6	848	15	9
Production and Reclamation (18)	1	1	3	97	1	1	917	16	8
Irrigation (3)	0	0	0	21	4	3	318	9	9
Livestock (25)	4	4	7	134	15	5	1186	61	18
Processing (21)	2 JCO/2	2/2	11	165	10	4	4110	86	10
Multi-Purpose (6)	0	0	0	38	3	3	392	25	11
Agricultural Marketing (9)	6 JCO/3	6/3	27	79	17	17	349	187	34
Savings and Lending (1)	0	0	0	7	0	0	127	0	0
Consumer (4)	1 JCO	1	1	29	3	3	721	3	3
Housing (54)	0	0	0	197	0	0	1866	33	13
Electric (16)	1 JCO	1	5	107	3	4	5512	91	14
Potable Water (6)	0	0	0	44	0	0	2642	3	2
Handicraft (7)	2 JCO	2	2	44	6	7	682	27	7
Mutual Benefit (3)	1 JCO	1	3	17	3	3	186	11	5
Transport (2)	1 JCO	1	1	12	0	0	195	0	0
Multipurpose (5)	1	1	2	31	6	9	383	23	9
Health and Education (3)	0	0	0	21	3	1	244	3	1
<b>TOTAL (192)</b>	<b>28</b>	<b>28</b>	<b>64</b>	<b>1005</b>	<b>81</b>	<b>68</b>	<b>24371</b>	<b>451</b>	<b>173</b>

**TABLE E - 2: NUMBER OF COURSES AND TRAINERS, BY COURSE TOPIC  
WEST BANK/GAZA, JUNE 1986 through SEPTEMBER 1986**

TYPE OF COURSE	Number of Courses	Attendance	Student Days	Average Attendance	Average Duration (Days)
Agricultural Machinery	3	63	63	21	1
Basic Agricultural Credit and Credit Services	2	74	60	37	0.66
Basic Agricultural Marketing	3	79	62	26.33	0.78
Basic Extension	2	32	16	16	0.6
Basic Management for Cooperatives	2	32	32	16	1
Olive Press Maintenance	2	24	24	12	1
Economic Operation of Power Systems	4	77	72	19.25	0.94
Trainer's Course	1	20	100	20	5
Director's Series	6	96	288	16	3
Manager 1 & 2	2	23	69	11.5	3
Coop Orientation	3	72	166.5	24	2.17
Accounting/Bookkeeping	7	96	172	13.71	1.79
Specialty (Technical)	9	172	121.5	19.11	0.71
Computers	5	47	104	9.4	2.21
Evaluation	1	30	180	30	5
English	1	7	49	7	7
Subtotal for courses held in West Bank/Gaza	53	944	1,529	17.81	1.62
In addition, the following three courses were held in the United States:					
Computers (Washington, D.C.)	1	1	30	1	30
Dairy (Land o' Lakes)	1	5	150	5	30
Training Methods (Madison, Wisconsin)	1	5	95	5	19
Subtotal for courses held in the United States	3	11	275	3.67	26.33
TOTAL/CUMULATIVE AVERAGE for all courses (WB/G and U.S.)	56	955	1,804	17.05	2.05

83

**HANSOUR ALGARABA - FIELD EDUCATOR: DAIRY.**

<b>Coop.</b>	<b>Date</b>	<b>Technical Input</b>	<b>Results</b>
Tulkarem Livestock	3.88	--	Acquaintance
Nasseriye Livestock	3.88	--	"
Jenin Livestock	3.88	--	"
Jericho Ag. dept	3.88	--	"
Jericho Ag. Mkg.	3.88	--	"
A.B.S Project	5.88	Methods used in Dairy Processing	applied techniques to be followed.
A.B.S Project	5.88	Prepering Pamphlet on processing White Cheese	
Ag. Dept. Ramallah	6.88	--	acquaintance
Ag. Dept. Nablus	6.88	--	"
Jenin Livestock	6.88	Test operation for processing equip. prep. agreement for purchases of Ref. + Incubator	Prep. Equip. for work Ref. is bought, and Incubator.

E-2

22



Tulkarem Livestock 9.88

Planning for a field day  
on Milk production under  
Hygeinic conditions

Jenin Livestock 9.88

-How to collect milk from  
farmers.  
-Operating the Dairy  
processing machines  
-Delivery of lab. equip.

Pamphlets delivered

Machines are operating

Training on lab. testing  
is needed

-What to test  
-What chemicals needed for  
testing milk and products.

Qalqiliya Ag. Hkg. 10.88

Acquaintance.

Tulkarem Livestock 10.88

Improving Yoghurt quality

Activity test, preventing  
gases.

Hasseriyah Livestock 10.88

Delivery of Lab. equipment  
Pamphlet on chemicals  
needed discussing to  
possibility of purchasing  
milking machine.

Training on testing milk  
is needed, decision on  
of milking machine is  
taken.

<b>Nasseriyeh Livestock</b>	<b>6.88</b>	<b>Supervising processing preparing list of what to do for Yoghurt. Tests for Labaneh processing . Introduction of Powdered milk in processing.</b>	<b>Processing Yoghurt. Labaneh no more gases.</b>
<b>Zababdeh Livestock</b>	<b>7.88</b>	<b>Acquaintance</b>	<b>Preparing list of needed programs.</b>
<b>Sanoor Agricultural</b>	<b>7.88</b>	<b>Preparing Pamphlets on mastitis.</b>	<b>Prevention &amp; remedy.</b>
<b>Qoffee Livestock</b>	<b>7.88</b>	<b>Acquaintance</b>	
<b>Azzoun Land Recl.</b>	<b>7.88</b>	<b>"</b>	
<b>Tulkarem Livestock</b>	<b>7.88</b>	<b>Testing processing machines.</b>	<b>Preparing for operations.</b>
<b>Tulkarem Livestock</b>	<b>8.88</b>	<b>Operating and Processing. Testing for acidity. fat, selection of packaging &amp; brand using Powdered milk in processing.</b>	
<b>Orphan Home Tulkarem</b>	<b>8.88</b>	<b>Meeting with S'aer, Bet Illo Pickling comp. UNDP, Mrs. M. Salem.</b>	<b>Benefiting from their experience for Ya'bad women coop.</b>
<b>A.B.S. Project</b>	<b>9.88</b>	<b>Meeting Mr. Bajani, Manager, Mr. Kamai for filling machines.</b>	<b>Changing Existing filling machine is recommended.</b>

**APPENDIX F**  
**DISTRIBUTION OF ANERA AND COUNTERPART INPUTS**

THIS PAGE INTENTIONALLY LEFT BLANK

## ACTIVE COOPERATIVES IN THE DISTRICTS

31 Bethlehem: 1 Credit & Thrift, 4 Production and Reclamation, 4 Livestock, 1 Processing Industries, 2 Multi-Purpose (Agricultural), 1 Savings & Loan, 3 Consumer, 8 Housing, 2 Potable Water, 2 Handicraft, 2 Mutual Benefit, 1 Health & Education.

55 Hebron: 1 Agricultural, 2 Credit & Thrift, 13 Production & Reclamation, 9 Livestock, 1 Processing Industries, 4 Multi-Purpose (Agricultural), 1 Agricultural Marketing, 1 Consumer, 4 Housing, 9 Electric Lighting, 3 Potable Water, 2 Handicraft, 3 Multi-Purpose, 2 Health & Education.

37 Ramallah: 3 Credit & Thrift, 2 Livestock, 2 Processing Industries, 1 Multi-Purpose (Agricultural), 1 Agricultural Marketing, 23 Housing, 3 Handicraft, 1 Transport, 1 Multi-Purpose.

6 Jericho and Jordan Valley: 1 Agricultural, 1 Livestock, 1 Processing Industries, 1 Agricultural Marketing, 1 Housing, 1 Mutual Benefit.

20 Nablus: 2 Credit & Thrift, 1 Livestock, 7 Processing Industries, 1 Agricultural Marketing, 6 Housing, 3 Electric Lighting.

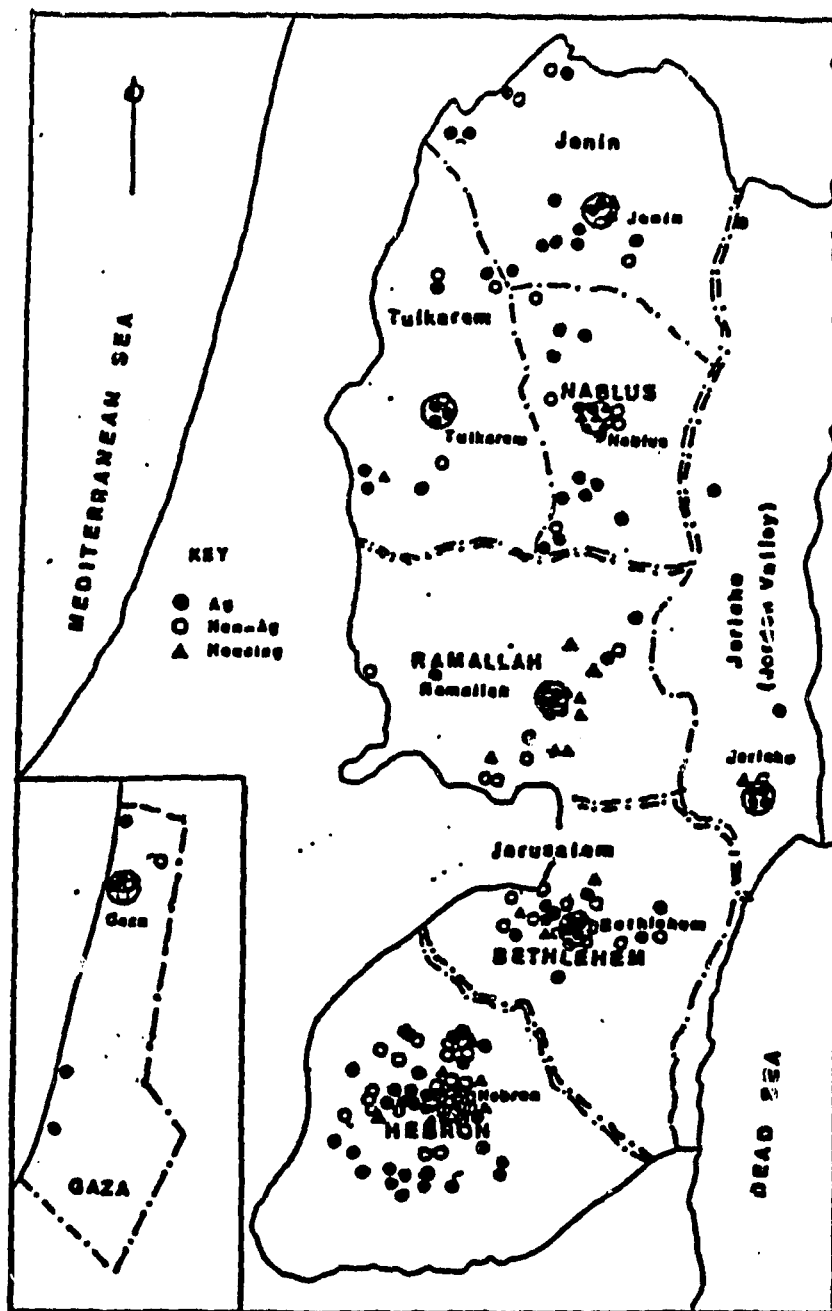
20 Jenin: 1 Agricultural, 2 Irrigation, 5 Livestock, 3 Processing Industries, 2 Agricultural Marketing, 4 Housing, 3 Electric Lighting.

20 Tulkarem: 1 Production & Reclamation, 1 Irrigation, 3 Livestock, 6 Processing Industries, 3 Agricultural Marketing, 3 Housing, 1 Electric Lighting, 1 Potable Water, 1 Handicraft.

3 Gaza: 1 Production, 1 Agricultural Marketing, 1 Fisheries.

---

192 total



## WEST BANK AND GAZA COOPERATIVES

Source:  
Ziad Hussein, Joseph Nesnas, Adnan Obeidat, Coop Registration Data

**APPENDIX G**  
**CASE STUDIES**

## APPENDIX G

The following table shows the number and type of cooperatives and municipalities visited, and the involvement by ANERA and CDP.

Following the table are short case studies of the 33 sites visited.



# CHARACTERISTICS OF COOPERATIVES AND MUNICIPALITIES VISITED

	Below \$100,000	\$100,000 to \$200,000	Above \$200,000	ANERA Participation	CDP Participation or Training	Number of Members	Number of Women	Village Cooperative	Area Cooperative	Irrigation/Weir	Electricity	Credit	Municipality	Marketing	Land Reclamation	Farming Equipment	Handicraft	Processing	Dairy	Agricultural Production
Belt Sahour Holy Land Handicraft Cooperative						36	8													
Belt Jala Municipal Industrial Complex						-														
Belt Jala Olive Press Cooperative						600														
Bethlehem Arab Women's Union/ Rehabilitation Loan Committee						-	4													
Kalandia Handicraft Cooperative						256	256													
Ramallah Marketing Cooperative																				
Belt Nuba Livestock Cooperative							7													
Ramallah Poultry Cooperative						132														
El Jebb Credit and Thrift Cooperative						37														
Azzoun Land Reclamation Cooperative						68														
Qalqilia Marketing Cooperative						129														
Tulkarem Livestock Cooperative						41														
Nazleh El Sherqiyeh Cooperative						28														
Khan Younis Municipal Slaughterhouse						-														
Khan Younis Vegetable and Marketing Cooperative						262														
Tarqumiya Olive Press and Nursery Cooperative						1422	82													
Sourif Women's Cooperative						300	300													
Boorj El Breh						176														
El Fawar Electric Cooperative						362														
Gaza Municipal Rainwater Conservation Program						-														
Belt Lahia Strawberry and Vegetable Cooperative						230														
Halhul Municipal Wholesale Fruit and Vegetable Market						-														
Hebron Agricultural Marketing and Produce (Phyllosera Project)						310														
Patients' Friends Society						1500														
Post Graduate Union Polytechnic						-														
Jericho Marketing Cooperative						1438														
Al Nassarieh Livestock Cooperative						52														
Belt Sahour Consumer Cooperative						232														
Wadi Fokeen Agricultural Cooperative						75														
Al Marita Mutual Benefit Society						40														
Nablus Agricultural Marketing Cooperative						653	3													
Asira Al Shamaliyya Electric Cooperative																				
Kufur Malik Agricultural Cooperative						44														
TOTAL	5	6	16	27	24			16	15	3	2	6	5	17	5	13	3	5	3	17

## BEIT SAHOUR HOLY LAND HANDICRAFT COOPERATIVE

### Bethlehem Region and District

The cooperative started in 1981 with 19 members; it now has 40 members and employs 120 artisans. It was organized to provide new products and standardize prices. A 30,000 JD loan from the Bank of Cooperatives in Amman arranged through JCO allowed the cooperative to buy the land and start the cooperative.

All artisans employed by the cooperative are women; there are 2 women members and one woman on the board. Most new members of this cooperative joined because cooperatives pay no tax (theoretically) on items produced.

Ten members of the cooperative have attended five CDP courses.

Benefits of CDP training were better understanding among the members of cooperative principles and regulations, and more sophisticated accounting and inventory techniques; for example, the treasurer now has a stock-taking card for each member and can supply up-to-date information on money taken in and current balance.

The cooperative would like assistance in marketing. The cooperative now has to limit production.

## BEIT JALA MUNICIPAL INDUSTRIAL COMPLEX

### Bethlehem Region and District

ANERA's grant was to generate services for the public and revenue for the municipality; to support the private sector; and to improve environmental conditions. The A.I.D. grant was \$485,000; the municipality contributed \$515,000. Construction was completed in 1986. All space was rented before completion of construction and is now occupied, generating between ten and fifteen percent of the Beit Jala total municipal income. Collection of rents before Intifada was very good; now rents have been reduced to meet reduced incomes.

A Phase II add-on is planned for 1988-89. There has been no CDP training to date.

In the future, the mayor wants to also build playgrounds and buy land for parks, using their money.

## BEIT JALA OLIVE PRESS COOPERATIVE

### Bethlehem Region and District

The olive press cooperative was organized to be able to give its members better service at a more reasonable rate. The press is a modern automatic one purchased in Italy. The agricultural engineer who is in charge of the operation obtained his degree at Ohio State University.

The membership has continually grown with the purchase of the new press with an ANERA grant of \$200,000 and counterpart funds of \$492,000. The press started operating in 1984.

The cooperative is in the process of adding agricultural mechanization services, which will include a bulldozer for land reclamation. This will be accomplished with a \$250,000 grant from ANERA and \$150,000 in counterpart funds.

An average cost of a bulldozer to reclaim land is 25 JD (2.5 hours); a small tractor 5 JDs. There are 80 olive trees per dunum, which cost 20 JDs. In five years, a dunum of olives will produce 150 kilos of olives -- at 8 years, 250 kilos. With normal oil percentage being 20 percent, this will produce 30 kilos of oil. At 1.2 JD per kilo, this will produce 36 JD per dunum. In eight years, the capital investment will be returned.

Those receiving training at CDP courses gave examples of its benefits in their work. Several of the Board of Directors stated that they were successful businessmen and didn't see where CDP training would benefit them.

## BETHLEHEM ARAB WOMEN'S UNION/REHABILITATION LOAN COMMITTEE

### Bethlehem Region and District

The committee started in 1968, combining five committees. The committee makes 200 to 500 JD loans, 40% to women, with a 2-month grace period, no interest and 20 months to repay. Repayment was 80% before the Intifada but is now much lower. Many women use the loans to purchase sewing machines. While some borrowers are unable to make regular payments, their living standards are much higher than before.

From 1968-1988, the committee has loaned 100,000 dinars; 2000 dinars in loans are outstanding for five years. There have been 715 loans serviced. All requests are screened by a committee; two members visit the prospective borrower, a social investigation is made, and a guarantor is found before the loan is granted.

CDP has given training to two members, each with one day of training in the credit seminar.

Benefits given by the course participants:

- o Learned how to establish a cash flow
- o Learned how to set objectives and plan for the future
- o Obtained new ideas from CDP and from others attending the course.

The committee would like to have additional money to loan, as well as training in small business management.

BETHLEHEM COMMITTEE FOR REHABILITATION AND DEVELOPMENT (BCRD)

ANERA has made grants of \$5,000 to \$10,000 for over 5 years to the BCRD. The purpose of the ANERA grants were to assist small private sector "needy" business entrepreneurs with loan capital on a revolving basis. The Committee makes small loans (\$100-450 range) to shoemakers, weavers, woodworkers, carpenters, tailors, cabinet makers, etc. The loans carry a two-month grace period, at zero interest and a 20-month repayment schedule.

Since 1968, the BCRD has loaned over \$250,000 for small business endeavors.

- o 1,300 loan applications received over the 20 year lifespan of the BCRD.
- o 715 loans granted to 685 different applicants.
- o Approximately \$27-30,000 loaned in past two years.
- o Loans never written off as bad debt.
- o Very little left to lend - needs further infusion of capital in these difficult times.

The small "needy" business entrepreneurs that received loan funds are successfully operating their own small businesses, and have increased their earning capacity. They have, however, repaid only 50 percent of the loans due.

The team found that the BCRD is imbued with a charitable instinct, eager to help less fortunate neighbors, and dedicated to their task. Overall, the team believes the expected outputs are sufficient and of such magnitude to warrant future grant assistance. The need for extensive training and supervision in loan programs is discussed elsewhere. In addition, inflation will generate a continuing need for loan funds.

## KALANDIA HANDICRAFT COOP

### Ramallah Region and District

The cooperative was started in 1958 with 12 women pooling 0.5 JD apiece to help women supplement family incomes. They bought two sewing machines and invited women in the refugee camp to work on the machines. The people in the refugee camp built a 20 x 20 building; cloth and thread were imported and more machines purchased; more women worked in their homes. In 1967, when assets were 15,000 JDs, all was confiscated and the group started again at zero with a no-interest loan from the International Christian Committee. The cooperative continued to grow and improve quality. In 1981, the cooperative borrowed 25,000 JDs from JCO to build a building costing 65,000 JDs. In 1982 they collected \$29,000 in the US, and local people gave \$30,000 to furnish the building. Friends and members who move overseas help sell. Now they also produce student uniforms and similar items. Surplus is distributed in relation to production; 10% of the surplus is transferred to an education fund for needy students. They also conduct literacy classes, kindergartens, and educational courses where women can go home every night. There are fund-raising activities through post cards and calendars.

Kalandia Handicraft is an all-women cooperative with 140 members in the general assembly and 50 workers in the refugee camp and villages. There are 6000 people in 1000 families in the refugee camp; 500 are in prison. They are under curfew 40% of the time. There are 104 widows. The cooperative now employs 24 women full time. 550 work at home 1-4 hours a day.

The cooperative has a revolving loan fund for members, with a 24-month grace period before payments begin. Borrowers are trained by the cooperative.

ANERA has given annual grants from the Netherlands and a USAID \$15,000 grant.

CDP invited women to the accounting course but they couldn't attend.

The cooperative would like to train women and then find them jobs as, for example, secretaries, beauticians, and food processing workers. They would also like to establish a small factory for food processing and expand existing facilities. The cooperative would like training in mass production, quality techniques and marketing. They have merchandise worth 70,000 JDs in stock.

## RAMALLAH MARKETING COOPERATIVE

### Ramallah Region and District

The cooperative was started in 1985, after each village in the district had been visited and approval from Jordan and GOI was obtained. The main objective of the cooperative is to improve the marketing opportunities for members' produce. There are now 200 members from 60 villages.

The cooperative is interested in starting an operation for dried and processed fruit. Members visited Turkey to obtain information. Fruits grown in the area are grapes, plums, figs, and almonds.

The cooperative wants to help sell 3750 tons of olive oil -- the production of Ramallah Region that is sold each year. (The production of the West Bank is 35,000 tons -- 16,000 tons to be sold.)

With ANERA assistance, the cooperative has purchased farm machinery and does custom work for members and non-members. To arrive at prices to charge, they obtained prices of private operators and set their own prices 10% less. It costs \$3,000 per acre to reclaim an acre, which is usually planted with fruit trees. The cooperative services 102 villages.

ANERA has given a grant of \$200,000; the cooperative contributed \$150,000.

## BEIT NUBA LIVESTOCK COOPERATIVE

### Ramallah Region and District

The cooperative was started in 1965 as a livestock and poultry cooperative. In 1967 GOI demolished the village. In 1970, villagers returned and reactivated the cooperative. Cooperating with other villages, they established a dairy processing cooperative. They now own 3.5 dunums and 48 cows. 100 cows and 100 sheep are owned by individuals in villages.

The cooperative started with eight members; now it has 52, of whom eight are women, and its present purpose is to improve income of milk producers.

The CDP dairy field educator is helping members and staff increase milk production and operate the processing equipment at the correct standards. It takes 3 kgs of sheep milk to produce 1 kg of yogurt. Selling the milk as yogurt brings 170% over the price of local cheese.

ANERA has given a grant of \$35,000, the cooperative contributed \$15,000 for farm equipment.

The cooperative pays its manager and 1 helper. The other duties are done by member volunteers.

CDP gave training in accounting to two members, equipment maintenance to one member. Three members were invited but couldn't go.

The member attending the accounting course said he could now do double entry and a trial balance.

The member attending the farm equipment course said he now knew when to change the oil, how to start the tractor in the morning, how to adjust the plow.

The manger and helper said they had received the following assistance from the CDP dairy field educator:

- o Test for fat %
- o Clean equipment
- o Milk (strip) cows after milking machines (get 1# of milk)
- o Purchase of tools for processing plant
- o Clean cows before milking

## RAMALLAH POULTRY COOPERATIVE

### Ramallah Region & District

The cooperative established a feed mill and in 1985 they expanded storage and added a pelleting machine. The cooperative members raise broilers and chickens for egg production. The conversion ratio of feed to meat is normal. ANERA has given a grant of \$203,000; the coop will furnish \$150,000.

The cooperative is interested in getting into bulk feed delivery to poultry operations that have a silo on the farm and help producers obtain automatic feeders. This will increase their capacity and lower their costs. Silos will have no rats, keep feed clean and need less storage space.

The cooperative sells their feed at the same price as GOI but it is of higher quality. The cooperative had difficulty in the start-up of the sacking facility as the Israeli engineer would not go to Ramallah during the Intifada. It was resolved by numerous telephone conversations.

The cooperative also wants to purchase a 30-ton truck to bring raw material from the port in Israel. It now costs the cooperative 2,000 JDs for a private truck operator.

The cooperative has \$3,000,000 in sales per year. It has a surplus of 40,000 JDs. The BOD receives a monthly financial statement.

The manager has visited each farm to determine needs. He holds meetings with the full board as the need arises. In between board meetings, he works with a Supervisory Committee. The manager sends feed before needed, responds to individual needs, has respect for the members. He presents plans for the future to allow opportunities to agree and disagree.

Seven cooperative members have been trained in five CDP courses.



## EL JEEB CREDIT AND THRIFT COOPERATIVE

### Ramallah Region and District

This was a credit and thrift cooperative until 1948. It stopped in 1948 and started again under Jordan in 1952; stopped in 1967-1982. In 1982 it was reactivated. The cooperative obtained a grant from ANERA for farm machinery. The cooperative's objective is to help lower costs and raise production to improve farmers' income through agricultural mechanization.

The cooperative is now able to sell members farm inputs. It has reduced costs of these to members by 30%.

ANERA has agreed to grant up to \$200,000. The cooperative has received \$50,000.

Principal crops are winter wheat, figs, grapes, non-irrigated summer vegetables.

One member attended three courses, saying he now believes in cooperation and has convinced others to join. Before the training, he didn't understand the accounting system; now he does.

Thirty members attended the CDP video and lecture on cooperatives.

The cooperative field educator has not visited the cooperative yet.

## AZZOUN LAND RECLAMATION COOPERATIVE

### Nablus Region, Tulkarem District

The cooperative started with 57 members and now has 130 members, including ten women. It serves 11 villages. Objectives of the cooperative are: to help members reclaim land, to provide modern frame production services for its members, and to provide agricultural farm inputs, all at a fair price.

Their manager has recently been hired. The machinery unit has been operating for one year -- 4-5 months the land is too wet to work full-time. There are two permanent drivers hired; temporary drivers are hired in the busy seasons.

When possible, the cooperative wants to buy a bulldozer and additional farm equipment to meet the needs of the area. Later they hope to buy land and construct a building to meet needs -- they now rent. They also want a revolving loan.

The accountant was in jail so no information could be obtained directly. The livestock accounting program was useful; he now does a better job on the balance sheet and can give a clearer financial picture to the BOD.

The manager understands cooperative laws and principles and relates these to members. He has increased the membership in his own village from 4 to 14.

#### QALQILIA AGRICULTURAL MARKETING COOPERATIVE

Nablus Region, Tulkarem District

The cooperative was formed to assist the cooperative members market their crops. Through ANERA grants, the cooperative has been able to provide machinery for farm production services. It now has 130 members. ANERA has given a grant for \$250,000 of which \$197,000 has been spent. The cooperative's contribution is \$100,000.

The cooperative is interested in marketing and is in the process of ordering grading machinery. Some will be stationary and some will be movable from area to area. This cooperative is also interested in cold storage for potatoes. The price of stored crops is 100% over the fresh price. The main crops are citrus, plums and potatoes. They now have a carpenter who makes boxes; they want to remodel for plastic containers. The cooperative owns one truck that transports produce to Jordan.

The cooperative farm equipment has been used for tillage and hauling drinking water to villages. There are 16 villages that the cooperative serves.

The area needs an automatic olive press. There are small olive presses in northern villages but the southern area has limited facilities.

The cooperative wants to educate farmers on spading; get an adequate source of seed potatoes from Israel, other than black market; and deepen artesian wells.

The CDP marketing course helped open up thinking on problems, such as the need to obtain information on prices before a decision is made, improve marketing inside as well as outside the West Bank, get correct information from outside, know what steps to take and when.

15 members have been trained by CDP in 13 courses.

## TULKAREM LIVESTOCK COOPERATIVE

Nablus Region, Tulkarem District

The cooperative was started in June, 1986 with 15 members; it now has 41 members. The objective of the cooperative was to process members' milk so it could be sold as yogurt, returning a much larger profit to the producer. The cooperative initially had 4 cows; it now has 18 milking, 6 dry and 18 heifers.

ANERA has given a \$90,000 grant while the cooperative is contributing \$50,000. The cooperative has invested \$54,000 in micro dairy equipment, \$15,000 in cows. Production per cow has increased 15%. Producers bring 250 liters per day to the cooperative from their own cows. The capacity of the equipment is 1500 liters per day; they process an average of 500 liters per day. Each batch of milk from producers is now tested. The cooperative now has 3 acres of land, has recently purchased an additional 2.5 acres in order to expand.

The cooperative wants to have a revolving loan fund, to pick up milk from producers in a refrigerated truck for overall transportation savings of 80% and maintaining quality of milk, and increase cooperative capacity to 60 cows.

The CDP dairy field educator has helped the cooperative manager and helpers in: % of starter to use, prevention of acidity, container budget, equipment maintenance, sanitation, milk collection/delivery.

The manager reported that CDP training had made clear the role and responsibility of the manager, BOD and members. The BOD cooperates more after knowing cooperative concepts and principles.

CDP training was given to four members in three courses.

## NAZLEH EL SHARQIYYEH COOPERATIVE

Nablus Region, Jenin District

The cooperative was formed to provide irrigation and farming equipment services to the members. With the rise of drip irrigation, 700 dunums of land will be put under irrigation. With the installation of a reservoir, more than one farmer can irrigate at one time with his own meter. The cooperative members are now using plastic hot houses.

ANERA has given a grant of \$200,600; the cooperative contributed \$100,000.

The cooperative would like to purchase another pump as a standby to protect their investment in growing crops; obtain partial financing for the 70,000 JDs it will take to reclaim the 700 dunums that can be irrigated; build a higher water reservoir to furnish water to the village (only 45% of the people in the West Bank have running water); have cooperative or coops own trucks to haul produce to Jordan.

Those attending the course (BOD) said he now understood his role and responsibilities; what he should do and not do. When the cooperative faced difficulty on water rights from the well, after discussion the decision was reached to build a reservoir where members could obtain water whenever they wanted.

CDP has trained three members in two courses.

## KHAN YOUNIS MUNICIPAL SLAUGHTERHOUSE

Gaza Region and District

The purpose of the project is to develop sanitary facilities and increase the revenue of the municipality.

The political situation in Khan Younis is volatile.

The slaughterhouse under construction will replace the one built in 1937. It was designed by the present Municipal Engineer, saving the 12 percent that Israeli engineers charge. An Israeli engineer supervises for 1 percent. Construction started in 1985 with a one year completion schedule. The low bidder was selected. The project should be completed this year, with a new contractor. When operating, the plant will boost the city's revenue by more than 50 percent. The butchers have been trained in Amman. The facility will process 100 cattle and 30 sheep/goats per day. The facility will be rented to a private person on a contract that will be renewed semi-annually.

ANERA has given a grant of \$250,000; Khan Younis will contribute \$350,000.

## KHAN YOUNIS VEGETABLE AND MARKETING COOPERATIVE

The purpose of the cooperative is to help members market their crops.

The cooperative operated from 1943 to 1967 when it went dormant. It was inactive from 1967 until ANERA helped reactivate it in 1983. It now has 262 members who farm 4500 dunums (1000 acres) that use cooperative equipment. The hot house has shown a profit for the first six months of operation. The equipment operation is said to be breaking even (The treasurer was not present due to an Intifada incident). A cold storage facility and computer have not been provided.

The tractor operator earns 500 JDs a month; drivers in the green belt (Israel) earn 1,000. The Gaza general economy is substantially lower than in the green belt as well as the East Bank in Jordan. The cooperative sells its produce in the Strip, West Bank, and Jordan.

ANERA has given grants of \$250,000 and \$203,000 to purchase farm tillage equipment and a front end loader, and to construct a hot house. The front end loader will be used near the beach to remove several inches of sand so that crops can be irrigated by osmosis.

One member of the cooperative has been trained in marketing for 1 day. He also was not available because of an intifada incident. The cooperative has not had any marketing activities to date.

The cooperative would like to add a supply division and double the size of the hot house.

## TARQUMIYA OLIVE PRESS AND NURSERY COOPERATIVE

### Hebron Region and District

The cooperative was established in 1975 to serve farmers in the Hebron area in pressing olives at a fair price. ANERA grants have helped the cooperative buy an olive press, equipment for agricultural mechanization services and small loans for reclamation. The cooperative has two presses. The large press handles 24 tons in 24 hours. Last year the press ran 20 days, this year, 60 days. The cooperative also has a farm machinery unit that serves the area in land reclamation and farm production services. The cooperative has reclaimed 5,500 dunums of land and built 200 km of roads in ten years.

In 1983, the cooperative established a modern nursery that has produced 251,668 olive, 1016 fig, 20,003 grapes and 70,000 cuttings. These are used in 28 villages in coordination with 9 small agricultural cooperatives. There are 1,700,000 olive trees in Hebron district; 200,000 are planted each year.

The cooperative has nine full-time employees. A total of 239 workers worked 3,120 days in 1986.

From 1980 to 1987 inclusive, the coop bulldozer has worked 9144 hours, reclaimed 3655 dunums for 1262 farmers in 58 villages, benefitting 4 coops and 1 charitable society. The bulldozer has also constructed 200 kilometers of agricultural road.

The cooperative gives out mid-term and long-term loans with interest of two percent. Repayment has been 50 percent. 750 members have used loans.

The membership is now 1,400, with 82 women. Each member must have a good reputation and be over 18 years old.

ANERA has given two grants of \$200,000 each. The cooperative has contributed \$492,000 and 150,000.

CDP has given training to the following members: three in Agricultural Machinery, one day; one in Basic Agricultural Credit, one day; two in Basic Agricultural Marketing, one-half day; three in basic extension, one-half day; two in Basic Management for Cooperatives, one day; two in Olive Press Maintenance (semi automatic), one day; one in Trainers' course, five days; one in English preparation, seven days; one in Managing Cooperative Business, 30 days; one in Cooperative Marketing, one day; one in Cooperative Evaluation Methodology, five days. A total of 59 participant training days.

## SOURIF WOMEN'S COOPERATIVE

### Hebron Region and District

The women joined together to learn/develop handicraft skills to supplement the family income.

This group of women has been working with Americans (Mennonites) since 1965. It applied to become a cooperative in 1981, with 21 members; application was approved in 1983, and the cooperative now has 360 members from 3 other villages and 2 refugee camps. They were able to build with the help of Swedish, Canadian and Mennonite assistance. Their products are marketed through the Mennonites. Cooperative membership fees are 1/2 JD and shares are 20 JDs. Patronage dividends are based on member's work. They have used profits to enlarge; the cooperative has paid \$12,000 for land. They need a larger market, as they can't sell all the members can produce. Women do most of the work at home. The cooperative has an education fund.

CDP has given training to the following members: 14 members in basic accounting, 1 day, and 3 in Directors' course, 3 days, a total of 23 training days.

Examples of benefits of the course are:

- o Had no experience in accounting, now does the trial balances, the 12 monthly balances, are open to an outside auditor.
- o Now no longer have to go to Hebron to get help in the accounts.
- o Can now continually know expenses and income.
- o Can make better decisions on wages, purchasing, etc.
- o One member has helped brother in his business.
- o Can set priorities.
- o Will save 8000 JDs by borrowing money and placing a large order abroad.
- o Have regular Board of Directors meetings.

Would like help in marketing.

## BOORJ EL BIREH AGRICULTURAL COOPERATIVE

### Hebron Region and District

This is a small cooperative originally organized for an objective other than the present one, which is to provide agricultural mechanization services to their members, whose village is not close to any larger village. The cooperative's membership was small when it was reactivated, but has increased substantially. The area has limited land under irrigation.

The machinery was purchased with a \$35,000 grant by ANERA and \$15,000 contributed by the cooperative. The cooperative had built a shed to house the equipment, but the shed was torn down by Israelis for security reasons. The cooperative has hired a driver for the equipment. As yet, no CDP field educator has visited the cooperative. The limited number of members who attended courses were able to give examples of how they used new skills and knowledge.

The cooperative would like to start a dairy and milk processing facility because of its income-generating capability.

An example is:

3 to 3.5 kilos sheep/goat milk = 1 kilo local cheese  
6 to 8 kilos cow's milk = 1 kilo local cheese  
1 kilo local cheese sells for 1 to 1.5 JD  
6.8 kilos cow's milk = 6 kilos yogurt  
6 kilos yogurt = 2.5 JD.

Cost of building and equipment is around \$100,000.

## EL FAWWAR ELECTRIC COOPERATIVE

### Hebron Region and District

The cooperative was established in 1975 in a refugee camp of 4,000 to provide better service with electricity from 6 p.m. to 6 am. It was formerly owned by an individual. The cooperative has 352 members and 400 customers. The discussion was with all of the board members. The refugee occupants have no farmland/olive trees; all have to depend on employment for a living.

The cooperative has two generators, both run for five hours; one runs seven hours. Most electricity coops face technical problems. Repairs for generators are expensive in Tel Aviv. The cost for an IGNC generator is \$30,000. The rates now charged are all customers can bear during Intifada.

The CDP courses were beneficial to members attending. Before, they had no balance sheet; now they do one in sheikels. They want to use electricity to develop light industry. They all



have a better understanding of their role and responsibility. Fourteen members have been trained in six courses.

The cooperative would like additional training in maintenance, and funding for generators so electricity can be delivered 24 hours.

#### GAZA MUNICIPAL RAINWATER CONSERVATION PROGRAM

##### Gaza Region and District

The purpose of this project is to assist in eliminating standing water damage to property in and around Gaza City, and to allow rainwater to recharge underground water tables, thus expanding fresh water reserves for domestic and irrigation use. The funds authorized for this activity will assist in constructing a major conduit in Gaza for the drainage of rainwater to a storage reservoir.

The Gaza Strip has two major water bearing aquifers, a sweet shallow one and a saline one that is deeper. The sweet aquifer is nearly depleted. The city of Gaza has both flat areas where water stands after rains as well as sloping areas from which fresh water is lost to the sea. The settling basin with its sand trap will accept the water directed to it and allow it to go into the shallow aquifer. In the future, additional underground drainage conduits can be developed to divert more water.

ANERA assisted the Khan Younis municipality with a grant of \$1 million. The purpose of the grant was to improve drainage in Gaza City and increase water supply for irrigation. Approximately \$750,000 has been spent. To date, the project is seriously behind schedule and will cost considerably more than original estimates, probably \$2.2 to \$2.5 million. The culvert and gabions are completed.

Note: The Kachinsky Report points out that the Gaza City Storm Water Retention facility has severe problems. Basically, they are:

"The overall scheme involves construction of a main culvert about 3 Km in length from the city to a retention/recharge facility located towards the north-westerly part of the city. In addition to the above facilities which are under construction, it will be necessary to design and construct a considerable amount of storm collectors in the city which connect to the above main culvert. Since most of these collectors will be relatively large and must be installed in narrow congested streets, this will be a very costly and time consuming undertaking. Not to construct these reticulation

works will negate to a high degree the benefits of the already constructed works described above."

"In addition, the nearly constructed works which have not seen any meaningful progress since the start of the "intifada" last winter need attention regarding protection until more stable conditions return which will allow for resumption of construction."

"As a result of the current lack of municipal authority all work has ceased. In addition the contractor has taken issue with the terms of his contract."

As a result of these factors the project itself is threatened.

#### **"Kachinsky Recommendations"**

"The following discussion is limited to construction already underway but halted by the current regional instability. As observed, work on the retention/recharge basis is nowhere near complete. In reality the excavation of the basin along with construction of the major ancillary structures is all that has been done to date. Work remaining includes but is not limited to:

- "- Excavation of approximately 1.0 meter over the entire bottom of the basin
- Installation of eight filtration wells
- Installation of a rock mat (Reno Mattress) slope protection
- Construction of roadways, fencing and trees around the basic periphery
- Miscellaneous work to complete the inlet structures and stilling basin"

In Kachinsky's opinion, "this represents about half of the work necessary to fully accomplish this project."

- Expected outputs - none to date, which ultimately may result in severe financial losses.

Recommendation: ANERA should, resolve first, the contractual disagreement, and second, take steps to, at least temporarily, protect the facility from further damage from erosion.

## BEIT LAHIA STRAWBERRY AND VEGETABLE COOPERATIVE

### Gaza Region and District

The cooperative was registered in 1977 with 7 members; the following year it added 20 members and now it has a membership of 230. It was organized to obtain fertilizer, pesticides, seed and hot houses at reduced costs. The cooperative now also obtains seedlings, collects and delivers produce, and collects and divides payments as services to its members.

Strawberries were originally shipped from this area through Agrexco in 1968. The area now produces 2000 tons during November, December and January on 350 dunums. 50% is sold through Agrexco, 15% locally, and 35% to Israel. Strawberries sold to Agrexco bring \$3000 a ton; when sold direct to EEC, they bring \$5000 a ton. The cooperative wants to export directly to EEC but lacks cooling and cold storage facilities. ANERA is discussing assistance in this area.

In addition, vegetables are grown for local consumption, West Bank and Jordan.

Women and children help with farm operations; labor is \$20.00 per day.

No ANERA or CDP assistance has been given to the cooperative.

The cooperative would like a source of credit, and technical assistance in the use and maintenance of equipment, irrigation, diseases, fertilizers, and labor-saving devices. They also would like CDP training and visits to successful farming operations.

## HALHUL MUNICIPAL WHOLESALE FRUIT AND VEGETABLE MARKET

### Hebron Region and District

The facility is to improve produce quality and incomes of farmer members and non-members in the area. Total cost is estimated at \$1,150,000, A.I.D. contributing \$500,000. The wholesale marketing portion is complete, and the cold storage portion will be completed in a few months. A juice plant is under study by the regional marketing cooperative. With the wholesale market and the cold storage in operation for next year, all the quality grades of farmers' table grapes should be handled. With a juice plant, all the grapes grown by farmers should be marketed.

The regional agricultural marketing cooperative, while it has its Phylloxera control office at the market, does not have a stall on the market. To date, there has been no system established to assure small producer members of the marketing

cooperative that there will be cold storage facilities available for their use.

#### HEBRON AGRICULTURAL MARKETING AND PRODUCE (PHYLLOXERA) PROJECT

The activities of the cooperative to date have been to provide farm production services to farmers. Its main purpose is marketing.

**Grape Phylloxera Project:** The purpose of this subproject is to provide assistance to grape farmers in all of the West Bank to replant vineyards with phylloxera resistant rootstock.

There are 50,000 dunums in grapes in the Hebron Region/District, yielding 40,000 tons a year. The marketing coop started in 1984 with 50 members and now has 310. The coop's main purpose is to market only quality grapes and process the rest. The coop has four dunums inside the agricultural area for a juice plant. A feasibility study has been completed by Jordan and the coop has a license from GOI to construct and operate it. They have published the tender and have four offers.

The coop has also undertaken the job of eliminating phylloxera in the grapes. ANERA funded a phylloxera expert from U.C. Davis, California, who has visited the grape area twice and is expected again in the spring of 1989.

The cooperative helped export 10,000 tons of grapes a year to Jordan. It also sells supplies to the farmer and operates a machinery pool for tillage operations.

ANERA has given a grant of \$250,000 to establish a mechanization unit and a supply center and to purchase a computer. The coop will contribute \$150,000. ANERA is also giving a grant of \$401,000 towards elimination of phylloxera in the West Bank. The coop will contribute \$749,000.

CDP has given the following training to coop members: 1 in Basic Management for Cooperatives, 1 day; 1 in Basic Marketing, 1/2 day; 1 in Basic Extension, 1/2 day; 1 in Trainers' Course, 5 days; 1 in Manager I course, 3 days; 1 in Cooperative Orientation, 6 days; 1 in Manager II, 3 days; 2 in Directors' Series, 3 days; 1 in Computer Familiarization, 2 days; 2 in Cooperative Marketing, 1 day: a total of 26 training days.

Comments on the benefits of the training are:

- o Did not benefit in the Computer course
- o Wants a course in budgeting/accounting
- o Is able to evaluate 30 societies on keeping accounts
- o Calls regular meetings
- o Want 1-day course in coops
- o Can properly plan a training course
- o Can now prepare a balance sheet

Would like to have:

- o Training in tractor maintenance and repair
- o Training in budding and grafting
- o Help in production and disease problems

#### PATIENTS' FRIENDS SOCIETY

##### Hebron Region and District

The purpose of this subproject is to expand services at two medical centers in Hebron city, establish two satellite clinics in the district, provide training to local PVOs and a mobile medical unit for the district. ANERA, in cooperation with the Patients' Friends Society, will be responsible for procuring equipment for the Hebron Diagnostic Center and the two satellite clinics, training in operation and maintenance of this equipment, and training in systems management.

One rural clinic is several miles away from Hebron and cost \$25,000 fully equipped. Another clinic closer to town received additional equipment. At the rural clinic, a person is available 24 hours a day; 40 to 50 persons use it daily (25,000 per year). One person does lab work at night; so results are available in 24 hours. It took five years to obtain GOI permission to use the \$191,000 grant A.I.D. had approved.

The Society is constructing a new 15-million-dollar hospital through donations. The present hospitals in the area have a capacity of one bed per 2500 population. (Charges are high -- \$140.00 a day in the Government Hospital). The Society will complete one floor at a time to relieve the bad situation.

There are 1500 members in the Society. Board members are elected every two years.

ANERA has given a grant for \$191,000 and the Society has contributed \$100,000 for the above activities.

There has been no CDP training.

The Society would like help for additional equipment and rural clinics.

## POST GRADUATE UNION POLYTECHNIC

### Hebron Region and District

The Polytechnic school is establishing a unit to educate/train students in farm mechanization compatible to the region as well as design equipment to meet the area's needs. A sprayer for trees in rocky hills has been designed to fit on the back of a donkey. The school also has a laboratory for the analyses of soil, water, leaves. The two year school was established in 1985; the unit now has 40 students and has graduated 12. The school has been closed by GOI for the past year. Some of the needed equipment had been purchased before closing.

Teachers can not hold classes to teach outside of the University by GOI order. This includes training cooperative employees in equipment use and maintenance. Staff is printing bulletins and pamphlets. This school will be a good resource for field educators.

ANERA has \$200,000 allocated. The school will contribute \$210,000. \$70,000 of the ANERA grant has been spent.

CDP has not given any training.

## JERICHO MARKETING COOPERATIVE

### Ramallah Region, Jericho District

The objective of the coop is to assist members in marketing their production.

The marketing cooperative has 1439 members; many are tenants of large landowners and grow only vegetables. The Chairman of the Marketing Cooperative is also Secretary of the Marketing Union. He represented his cooperative and the Union when discussing export marketing with EEC Brussels market.

Grading of crops has been done by hand in sheds before either going to Jordan or to Agrexco's packing sheds. Grading for EEC markets will need higher standards. It is expected that 1,500 tons of eggplant and 300 tons of peppers will be shipped this season. One packing shed and grading/packing equipment will be in use in January 1989.

A major concern of members is the continued availability of sweet water. GOI's deep wells are reducing the amount of artesian water. The Arabs have 97 shallow wells and springs; the Israelis have 14 deep wells that produce more water than all of the Arab wells and springs.

ANERA has given a grant of \$250,000 for the construction of a packing shed and its equipment. The cooperative will contribute \$150,000. ANERA has also contributed \$250,000 for the purchase of farm equipment; the cooperative has contributed \$100,000.

CDP has trained 65 persons in the following areas: 2 in Basic Agricultural Marketing, 1/2 day; 2 in Basic Extension, 1/2 day; 2 in Basic Management of Coops, 1 day; 1 in Trainers Course, 5 days; 4 in Directors Course, 3 days; 1 in Managers I course, 1 day; 1 in Managers II course, 1 day; 21 in Maintenance of Well Equipment, 1/2 day; 1 in English Preparation, 7 days; 12 in Maintenance of Well Equipment, 1/2 day; 11 in Maintenance of Well Equipment, 1/2 day; 2 in Computer Familiarization, 2 days; 2 in Credit Seminar, 1/2 day; 2 in Cooperative Marketing, 1 day: a total of 59 training days.

**Benefits of training are:**

Better understanding of roles and responsibilities of Board of Directors, manager, members, and staff.

More coordination among BOD, manager, and staff.

Are able to understand and explain the benefits of cooperatives to other members.

Members would like to have additional training in management and technical assistance in the production, picking, packing and sales of crops in and out of the West Bank. They would also like more assistance in all types of mechanization that are applicable to the area.

**AL NASSERIEH LIVESTOCK COOPERATIVE**

Ramallah Region, Jericho District

ANERA is to provide assistance in the construction and equipping of a small dairy processing plant.

The cooperative started with a herd of nine and now has 46 milking cows; members have 96 milking cows. The first year's production processed manually was 50,000 liters; production now is 148,500. Alfa Laval equipment is used for processing. Membership started with 16 and is now 52 (The Nablus Agricultural Marketing Cooperative has helped reclaim land in the area, increasing the membership by six).

ANERA has contributed \$200,000 and the cooperative \$150,000 in the construction and equipping of a milk processing plant. Farmers are now able to sell the milk as yogurt and increase their income by 170 percent. The individual members are starting to replace their local cows worth \$500 with Holstein cows worth

\$1000. This will take three years and will increase their production by 100%. The cooperative is now collecting milk at the farms. Sheep's milk is also processed.

To date, CDP has given training to the following: 1 in Basic Marketing, 1/2 day; 1 in Basic Extension, 1/2 day; 1 in Basic Management for Coops, 1 day; 1 in Manager Course I, 3 days; 1 in Manager Course II, 3 days; 3 in Dairy Operations, 1 day; 1 in Accounting for Livestock Coops, 1 day; and 1 in Cooperative Marketing, 1 day; a total of 13 days.

The Manager reported he was able to give better organized proposals to the Board of Directors at regular monthly board meetings. He also uses the financial information to plan better.

For future assistance, the cooperative requests a milking stall.

#### BEIT SAHOUR CONSUMER COOPERATIVE

##### Bethlehem Region and District

The cooperative was formed to give members (and some non-members) home supplies at a fair price.

The cooperative was started in 1974 with 100 members and now has 232. Customers are all local people, as there are seven more coops like this in the area. This cooperative has been the most successful, since they have a collection system for overdue accounts, although only 10% of the business is credit. They have an inventory system and can order properly. There is an employee in charge of the store; most business decisions are made by the Board of Directors. The Board of Directors has a purchasing committee. There is a 10% difference in price between members and non-members. The shareholders are paid 6% yearly. The cooperative stores help keep general prices of home supplies in the town at a reasonable level. The employee in charge would like training in computers.

No ANERA or CDP assistance has been given to the cooperative.



## WADI FOKKEEN AGRICULTURAL COOPERATIVE

### Bethlehem Region and District

The cooperative was registered in 1976 with 26 members; it now has 75 (64 before the start of the ANERA project). All members are using water that comes from several springs. Vegetables are the principal crop raised; these are sold in Bethlehem. The repayments on loans have been very small during the uprising.

ANERA has assisted with a loan and grant of \$120,000. A grant to construct a cement water collection and delivery system at the site of the springs, a storage reservoir on the farms, and a tractor and equipment. A loan was given to the cooperative for individual loans to farmers to purchase drip irrigation systems.

Land under irrigation has increased 50 dunums after storage and drip irrigation was installed.

Those attending CDP courses gave the following examples of improvement:

After the tractor operation and maintenance course, the driver follows a maintenance schedule and plows and chisels more effectively. Work is organized so that individual jobs in the same area are done at one time. After the management courses, the Board of Directors takes more time in discussion before making a decision. Salary arrangements with the tractor driver were modified so that both the driver and the cooperative are receiving additional income.

The cooperative would like to reclaim 50 dunums which in a ten-year cycle can be irrigated five years and dry-farmed the other five. It costs around 250 JD per dunum to reclaim the land by hand. The cooperative is also interested in starting a dairy project.

## **AL MARIFA MUTUAL BENEFIT SOCIETY**

### **Bethlehem Region**

The cooperative was organized in 1981 with 24 members to improve living conditions in six villages. Present membership is 40. The services developed before ANERA and CDP involvement were: gas distribution, a home supply store, a broiler production operation with a yearly production of 12,000.

The cooperative employs a manager and two assistants. The membership pays 1 JD monthly into a savings account now totaling 240 JD. Members' shares at 500 JD per member developed 250,000 JD capital for the cooperative. From earnings to date, 1200 JDs have been paid into an educational fund.

ANERA agreed to grant \$180,000; the cooperative will furnish \$100,000 for a building, milk processing equipment and 50 head of sheep. The construction of the building is nearly complete and 50 head of sheep have been purchased from an Israeli farmer. The open range formerly supported 45,000 sheep. The range has been substantially reduced by GOI.

Cheese/yogurt from pasteurized milk can be sold at a higher price than local cheese. Milk will be processed from non-members also to obtain full use of the equipment.

Benefits expressed by BOD members attending: are able to plan for the future better; are able to work more effectively with employees; use a monthly trial balance to plan and manage; have specific accounting for the first time (enterprise accounting).

The cooperative wants technical assistance in their broiler, sheep and cow enterprises and additional training in management of cooperative.

## NABLUS AGRICULTURAL MARKETING COOPERATIVE

### Nablus Region and District

The long-range objective of the cooperative is to assist its members in marketing their crops. ANERA grants have been given for coops to provide agricultural mechanization services to their members and small loans for reclamation.

The cooperative was registered in 1980 with 140 members from 45 villages; it now has 653 members (three women). Members have purchased 100 JD shares. A 300,000 JD loan was obtained from JCO in 1982-83. In their loan program for land reclamation project, farmers have to pay for 50% of the costs initially. Last year the bulldozer worked 1056 hours and reclaimed 750 dunums. Operating hours have not been normal, since both drivers were jailed for a period of time.

Income from farm machinery has been 1400 JDs in 1985, 1880 in 1986, and 1800 in 1987-88. The cooperative has reduced the cost of issuing certificates of origin to ship produce from 30 JDs to 1. Income from this activity is 1700 JD in 1985, 220 in 1986, and 1700 in 1987-88. Profits from olive oil exportation in 1987 for the 86 crops were 20,000 JDs. Income from the soil laboratory was 3300 JDs in 1987. The balance sheet still showed a loss for last year.

The cooperative also helps in extension work, collects agricultural data and advises on new crops.

ANERA gave an 85,000 JD grant in 1985, to which the cooperative added 42,000 JDs. Agriculture and land reclamation equipment were purchased. ANERA gave a 10,000 JD grant in 1983 for the cooperative members to borrow for land reclamation. ANERA gave a grant of 33,000 JDs in 1986 to the loan fund. The equipment and the loan system are operating.

CDP has trained 23 persons in the following areas: 3 Agricultural Machinery, 1 day; 3 Basic Agricultural Credit, 1 day; 2 Basic Agricultural Marketing, 1/2 day; 2 Basic Extension, 1/2 day; 2 Basic Management for Coops, 1 day; 1 Manager I, 3 days; 1 Directors' Series, 3 days; 4 Computer Familiarization, 2 days; 4 Cooperative Marketing, 1 day; 1 Computer Familiarization, 2 days. Total training 30 person days.

Members made the following comments on the training:

- o Now have an accountant in the cooperative.
- o Before used to nod head on report (Chr); now asks questions and follows up.
- o Asks for monthly trial balance in the administrative field and financial field.
- o Divides responsibility among those involved.
- o Before, spent most of the month in the office, now only 10 days.

## ASIRA AL SHAMALIYYA ELECTRIC COOPERATIVE

### Nablus Region and District

The cooperative was organized in 1962 with 56 members to provide members and non-members electricity and to help improve the quality of life and develop the village. The cooperative now serves 500 family members and 162 non-family members. The power supply started in 1962 at 70 KVA and is now close to 700 KVA.

Electrical service is only at night. The cooperative now wants to provide 24-hour service in order to allow the use of electrical household appliances and to encourage the establishment of additional small businesses and an olive press.

Requests from people outside the service area have resulted in a request to ANERA for a loan for \$100,000 to both furnish 24-hour service and to expand the area served.

Since its inception in 1962, the cooperative has improved the physical facilities at a cost of 150,000 JDs with only a 20,000 JD loan from Jordan. The cooperative has reduced the monthly minimum for members from 4 JDs and for non-members from 5 JDs to 4 JDs during the last year (the uprising).

The cooperative expressed interest in having training in maintenance and minor repair for the operator. There is a JCO electrical specialist in Hebron who has limited his travel during the uprising.

## KUFUR MALIK AGRICULTURAL COOPERATIVE

Ramallah Region, Jericho District

The purpose of this subproject is to help Kufur-Malek cooperative establish a modern irrigation network for the farmers of the cooperative and the village. A second purpose of the project is to increase the incomes of the villagers and cooperative members by adding to the land currently under cultivation through the provision of irrigation services to this new land. In essence, the project will help conserve the farmers' water so that the current flow from the villages' wells can be used on approximately twice as much land as is now under irrigation. A third intended effect is to encourage some farmers who would otherwise leave to remain on their farms by providing additional irrigation services on more land for them to cultivate.

The membership originally was 16 members; membership is now at 44.

The project is in a small valley which was fed by springs until GOI drilled three wells. One is used for the village, 2 for GOI. Now village water has to be pumped, and GOI is requesting that the villagers pay for the pumping costs. Five years ago, the village was helped with a pump installation by the Mennonites. With drip irrigation, irrigated acreage was expanded, and some hot houses have been constructed. (After the wells were in operation, the same quantity of water pumped from the deep wells reduced the volume in a spring in the Jordan Valley).

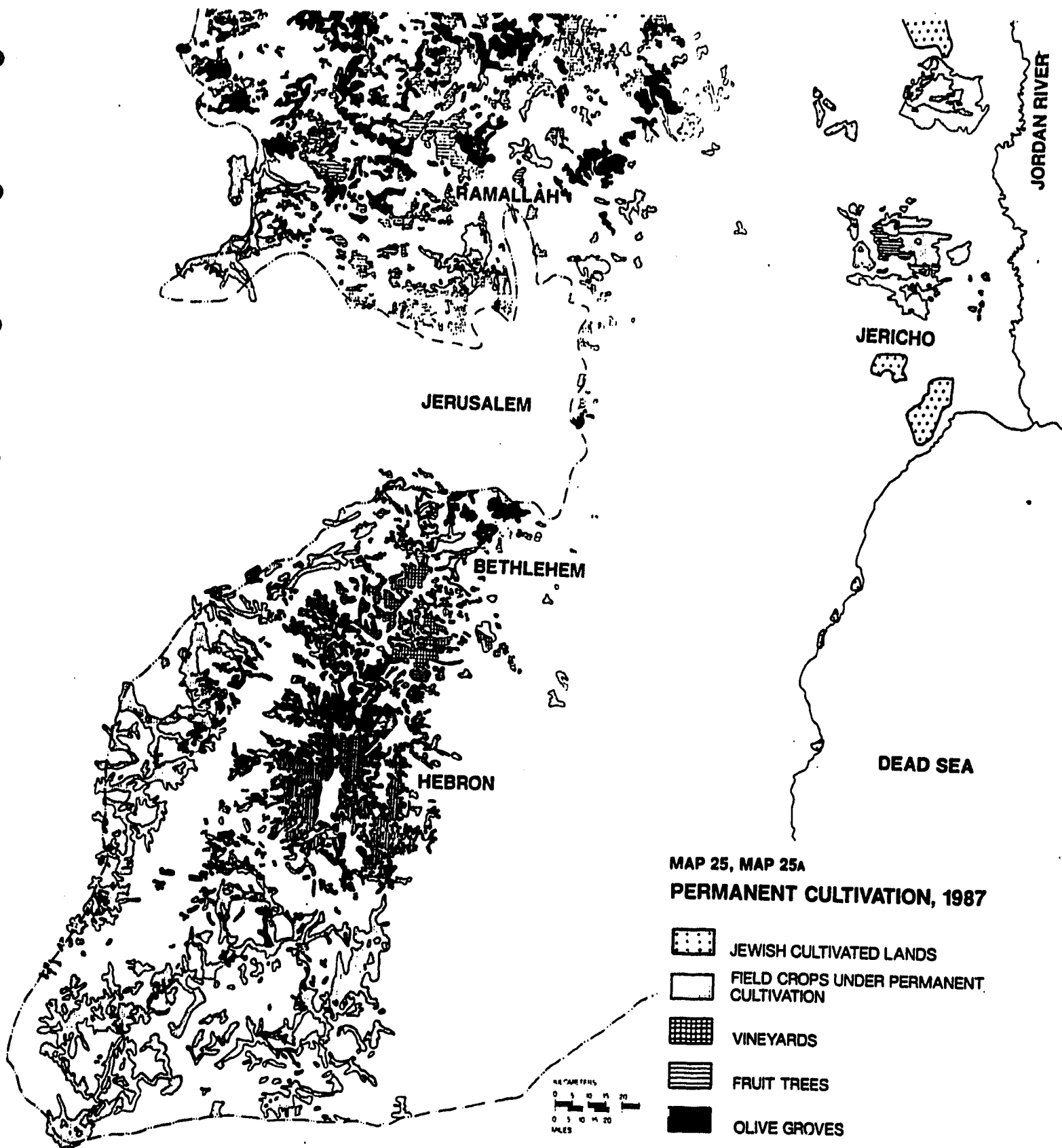
ANERA has given a \$200,000 grant for drip irrigation and hot houses. It hopes to be able to give a loan next time if income is adequate for the needed inputs. Later a water reservoir could be possible.

CDP has trained 5 members in Basic Agricultural Marketing, 1/2 day; and 2 in a Directors' Course, 3 days; a total of 10 training days.

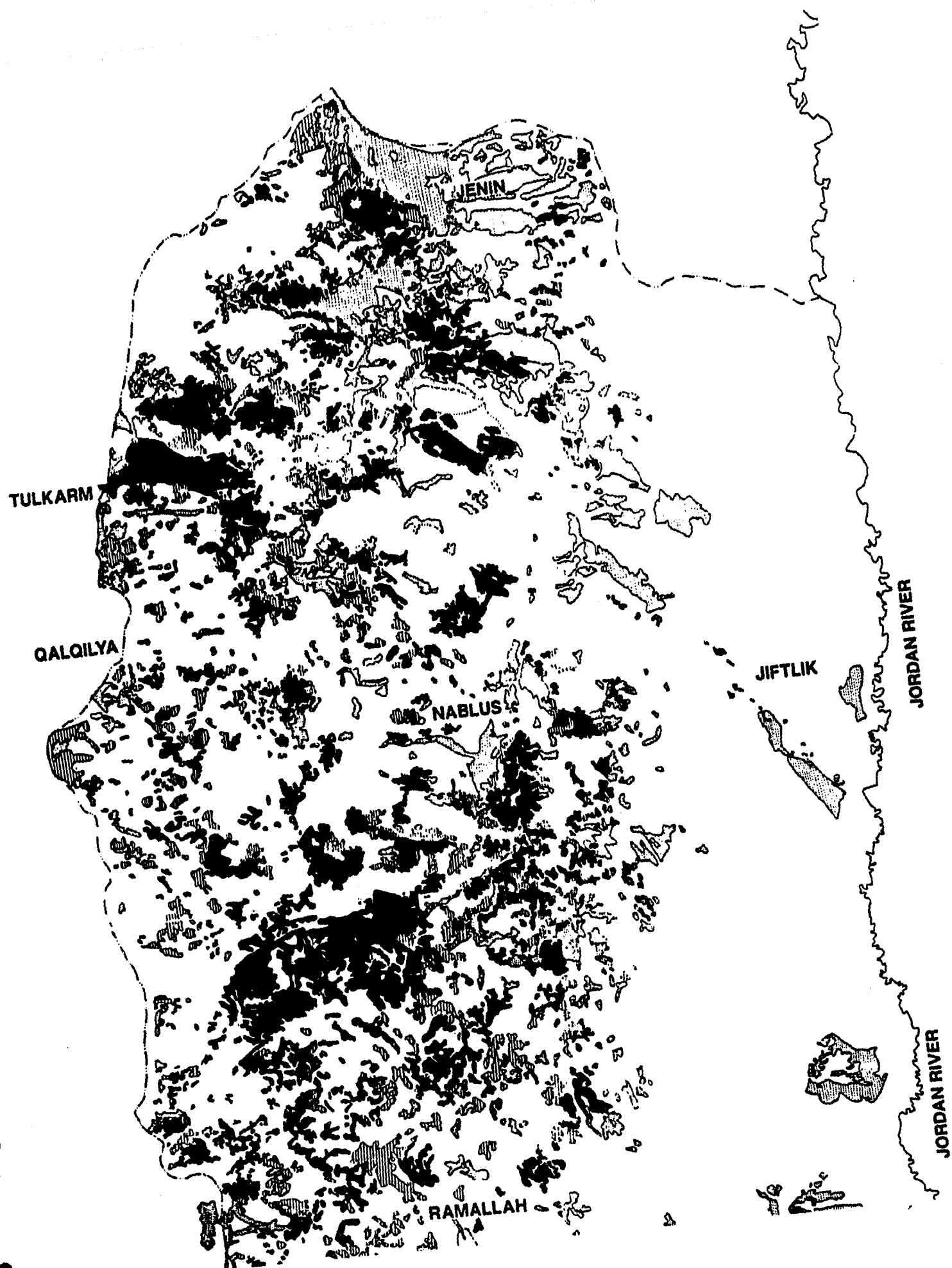
The cooperative would like to reclaim 600 dunums to make a total of 1000 dunums.

**APPENDIX H**  
**MAPS AND CHARTS**

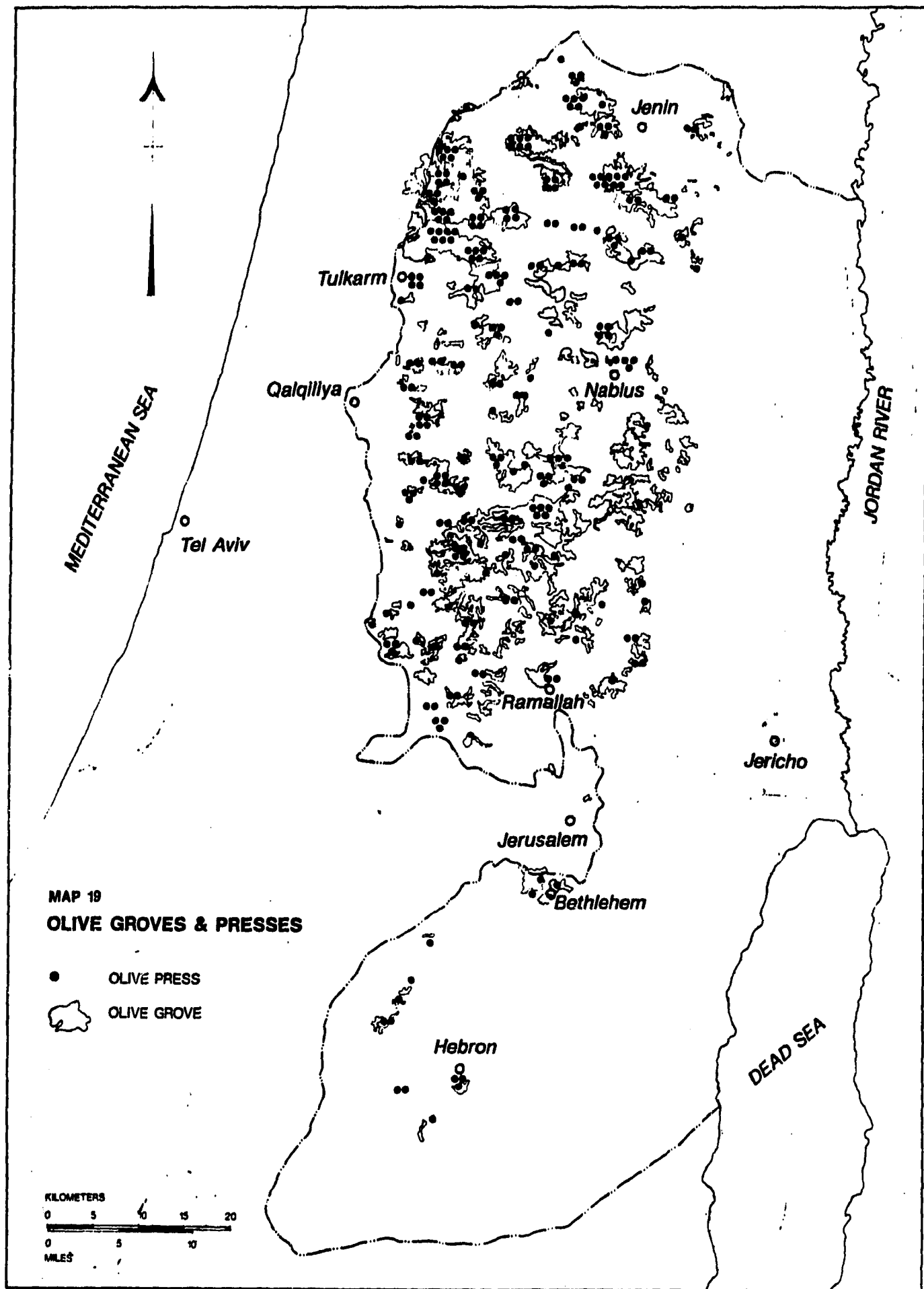
The following maps and charts are from "The West Bank and Gaza Atlas" by Meron Benvenisti and Shlomo Khayat, 1988, and give background information on conditions related to the A.I.D.-funded PVOs, ANERA and ACDI (CDP).

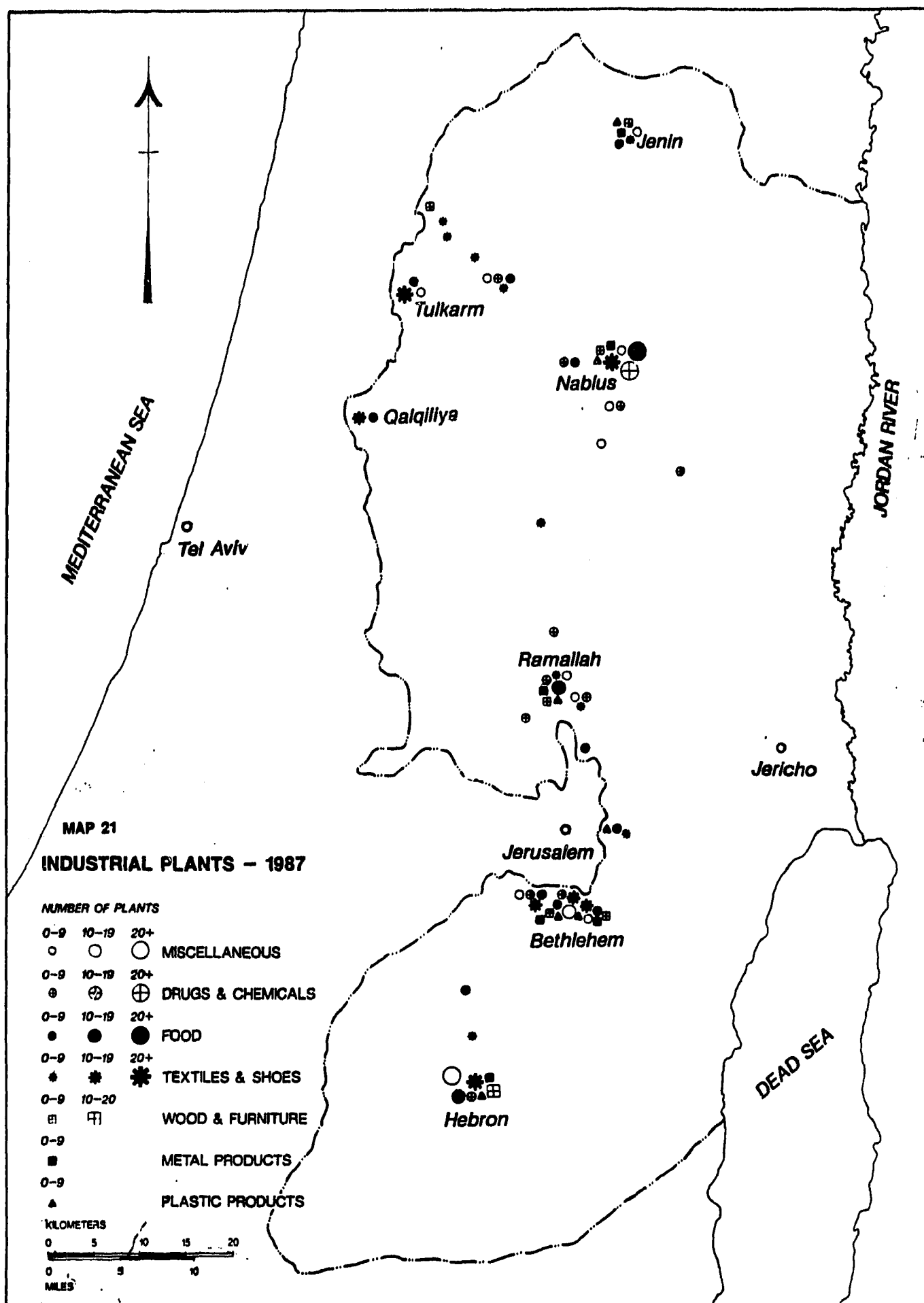


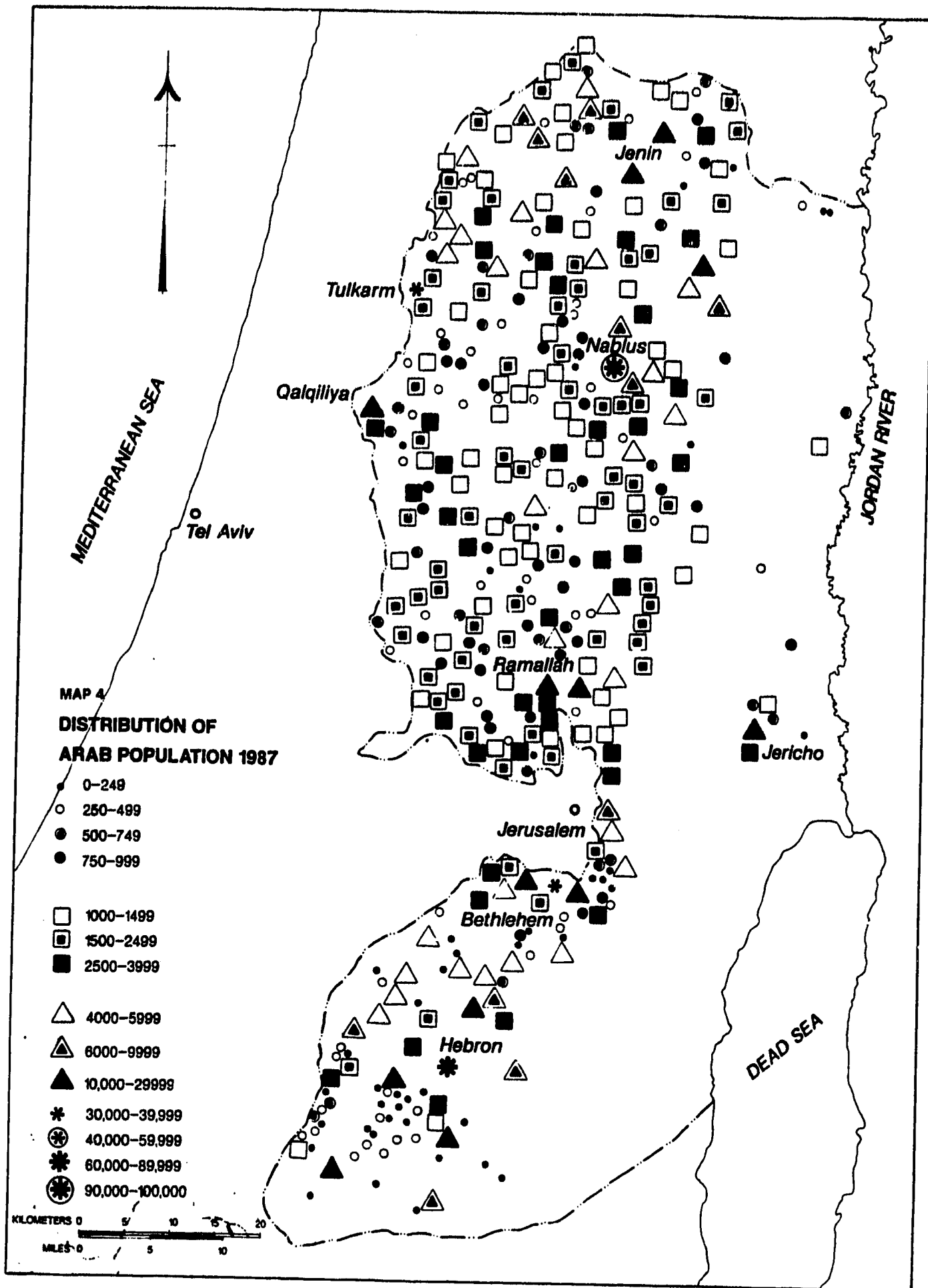


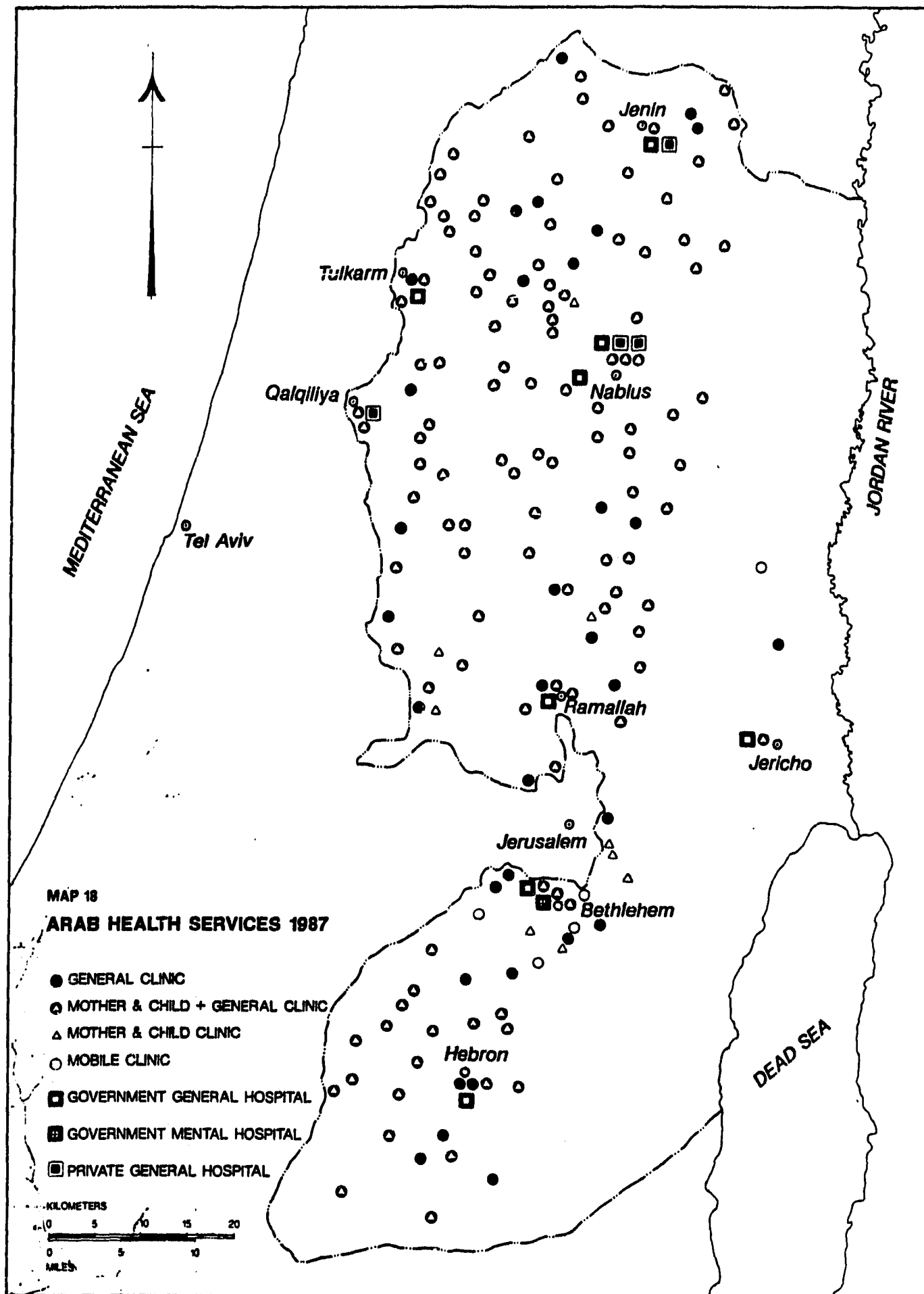


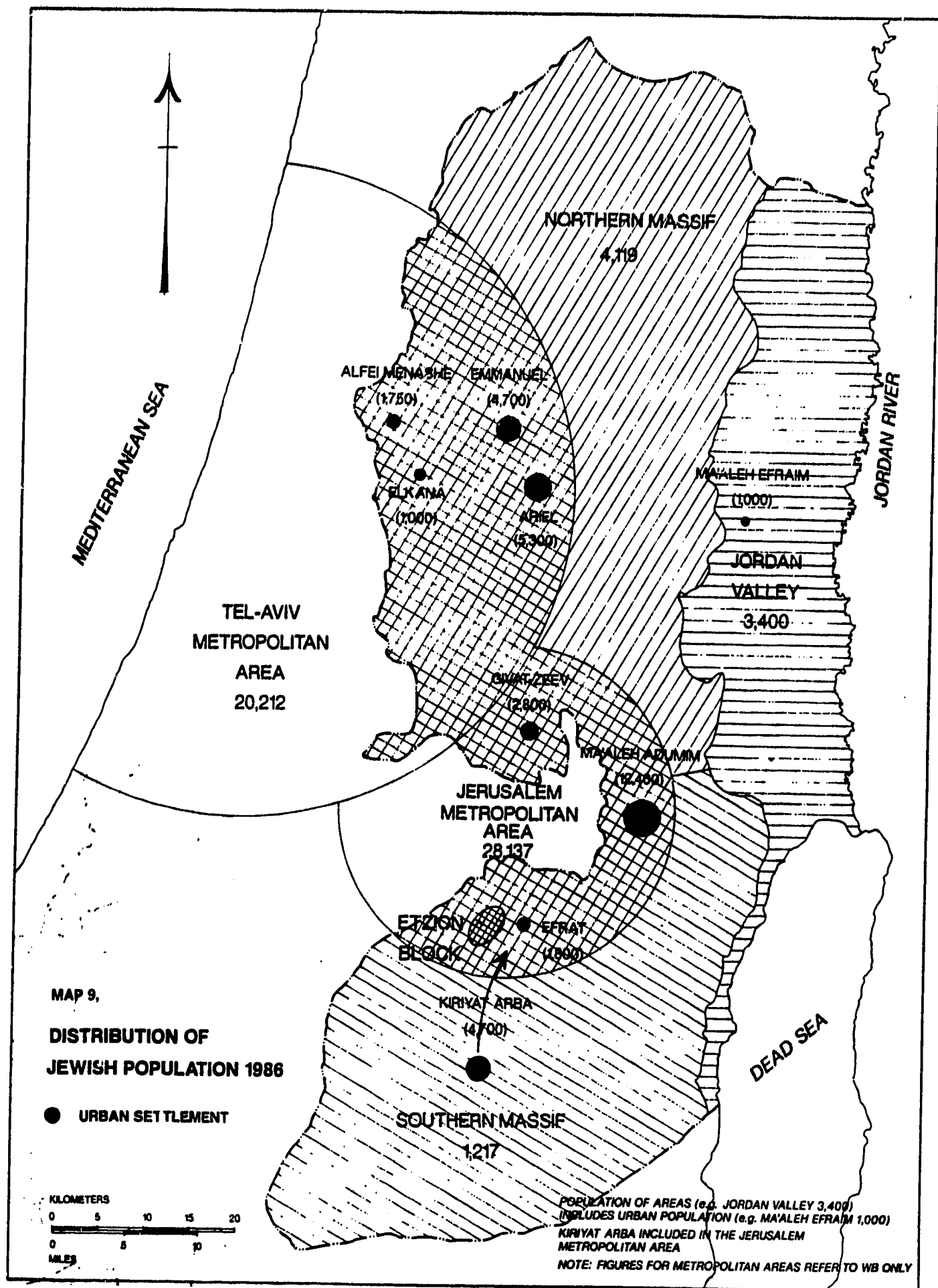
125

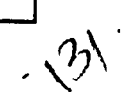


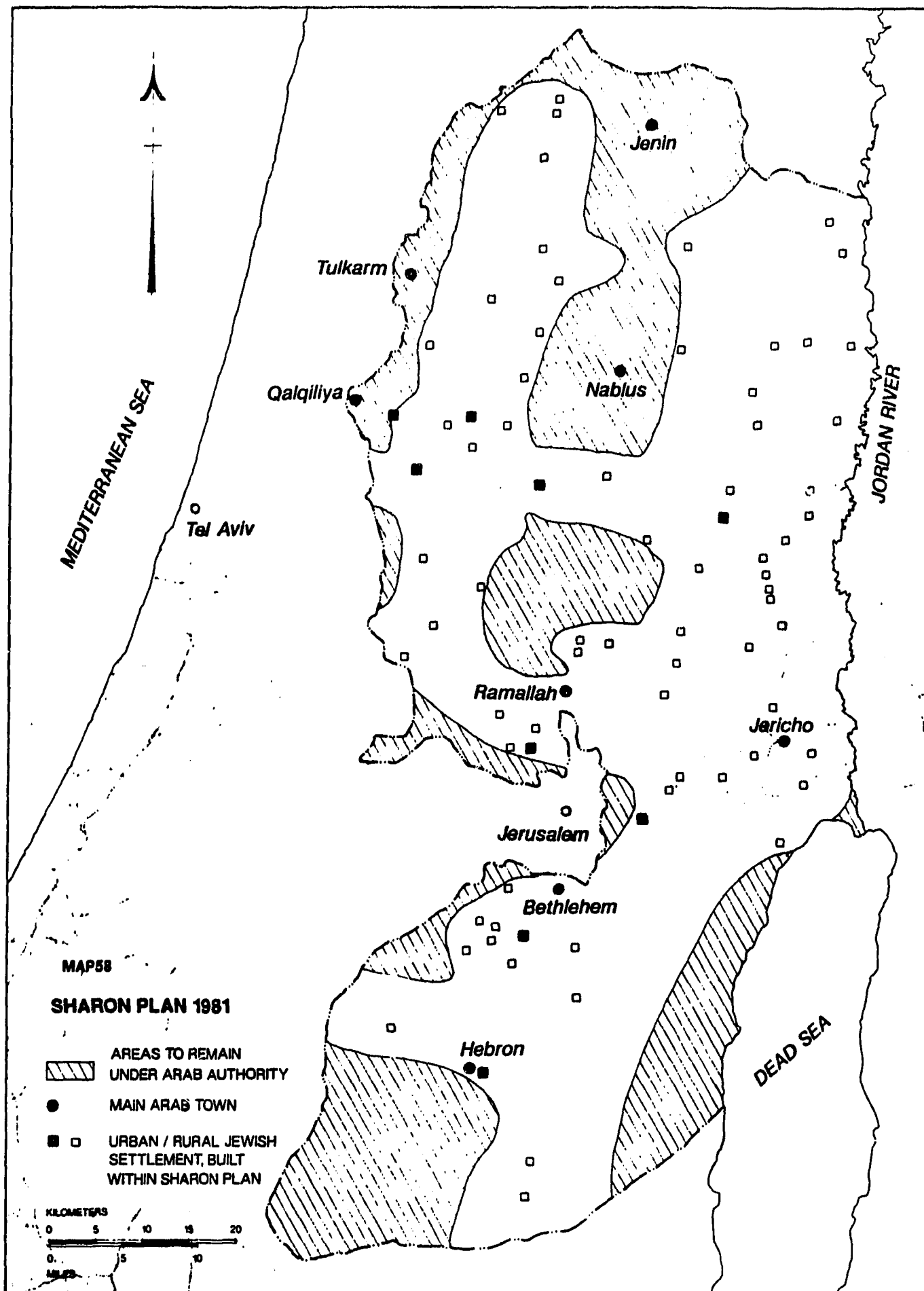




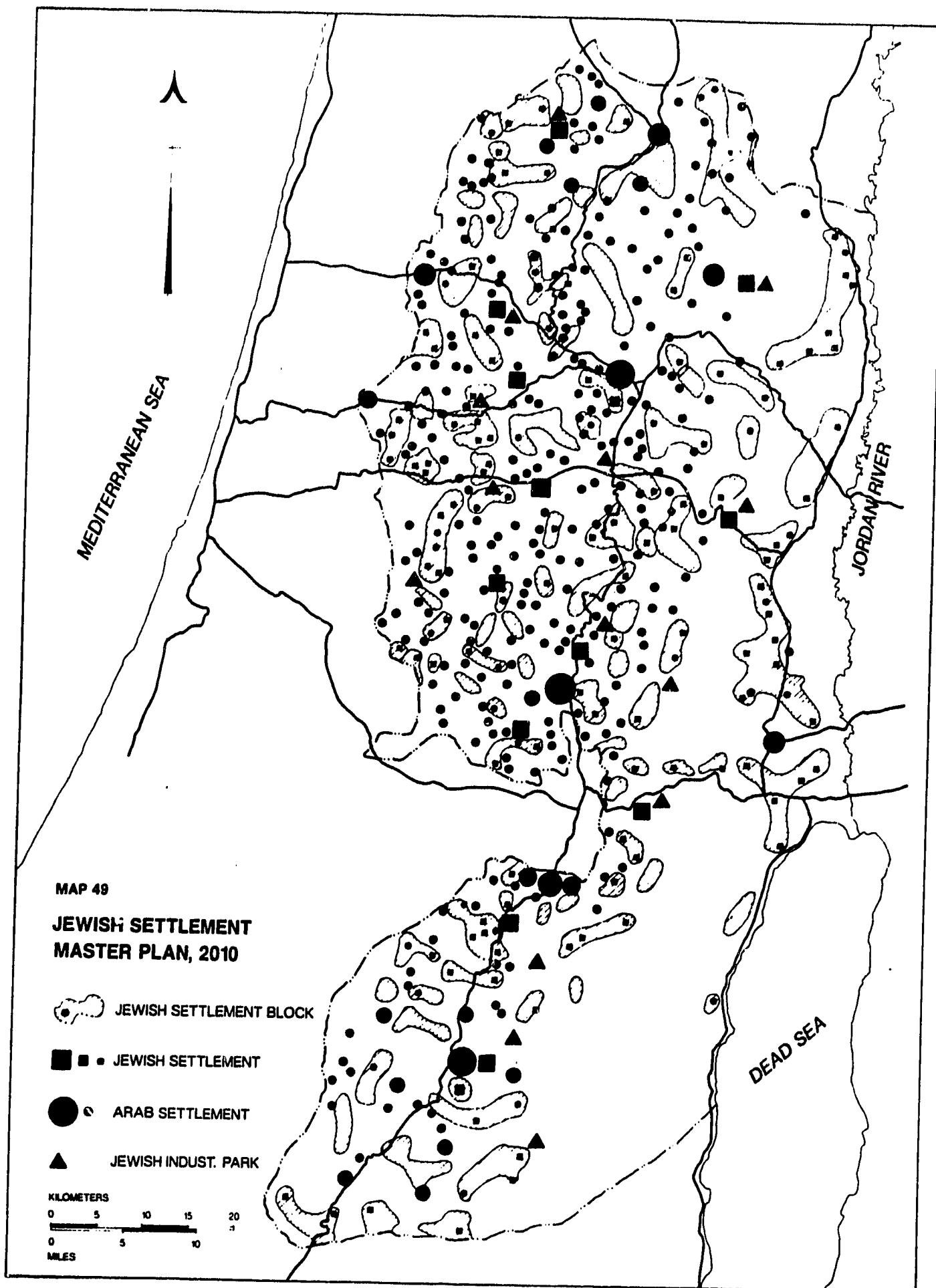






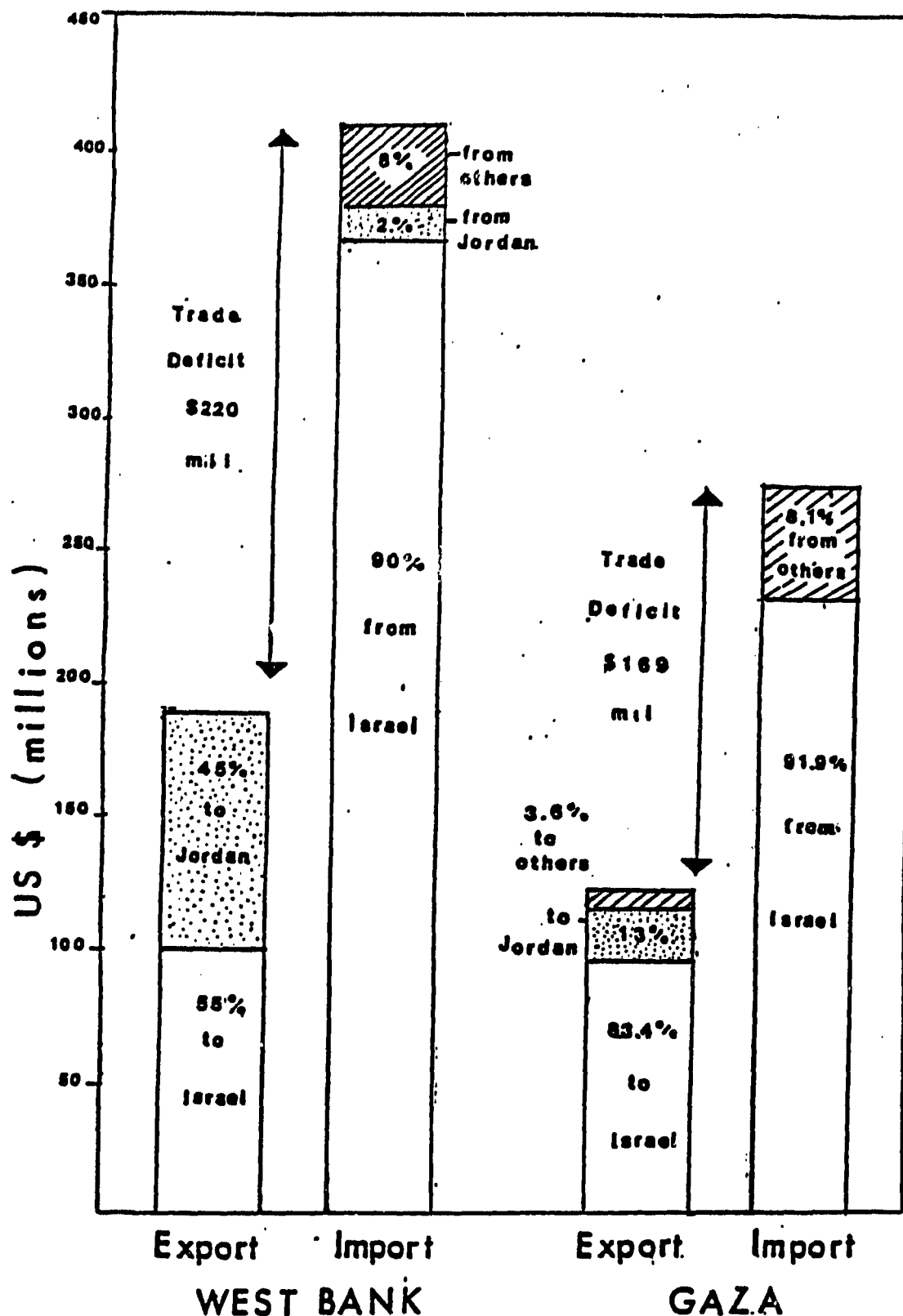






# Balance of Trade

## West Bank and Gaza, 1984

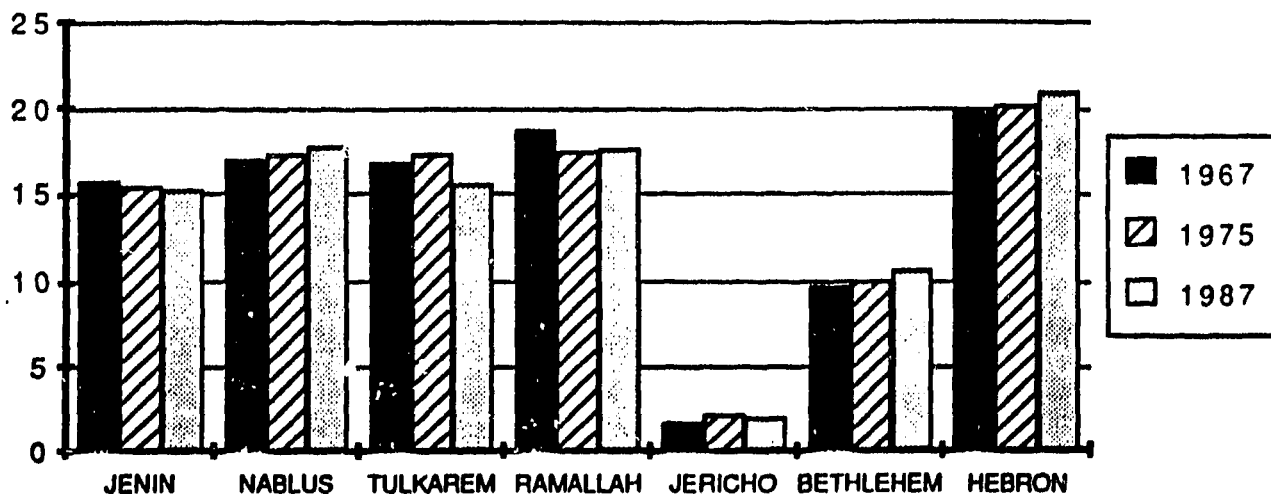


### Sources:

Benvenisti, M. 1986 Report, Demographic, economic, legal, social, & Political developments in the West Bank, p.6

Roy, S. 1986 The Gaza Strip: a survey, p. 24 (Balance of Trade)

**WEST BANK POPULATION BY SUB DISTRICT  
(% OF TOTAL W.B.)**



**CONSTRUCTION INDUSTRIES, WEST BANK, 1987**

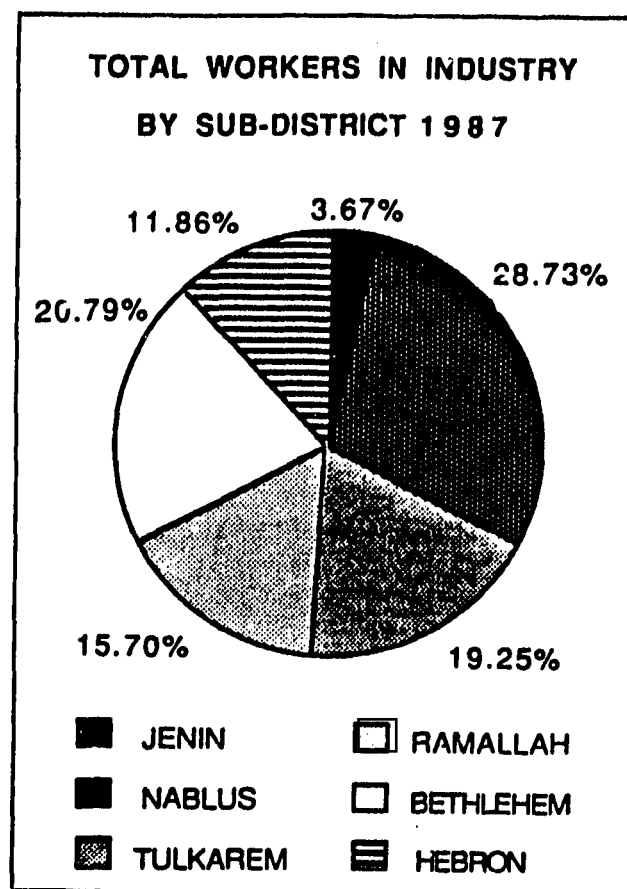
Sub-district	Stone Quarries		Stone-cutters		Blocks & Tiles		Ready Mix Concrete		Gravel Quarries	
	Plant Workers*		Plant Workers*		Plant Workers*		Plant Workers*		Plant Workers*	
Jenin	25	88	29	136	20	51	—	—	2	15
Nablus	27	95	36	219	34	198	2	38	3	20
Tulkarm	22	77	11	56	53	244	—	—	3	20
Ramallah	15	55	52	260	**	**	2	31	10	70
Bethlehem	10	35	79	347	12	98	3	61	1	7
Hebron	126	440	38	180	16	53	1	6	2	18
<b>Total</b>	<b>225</b>	<b>790</b>	<b>245</b>	<b>1,198</b>	<b>135</b>	<b>644</b>	<b>8</b>	<b>136</b>	<b>21</b>	<b>180</b>

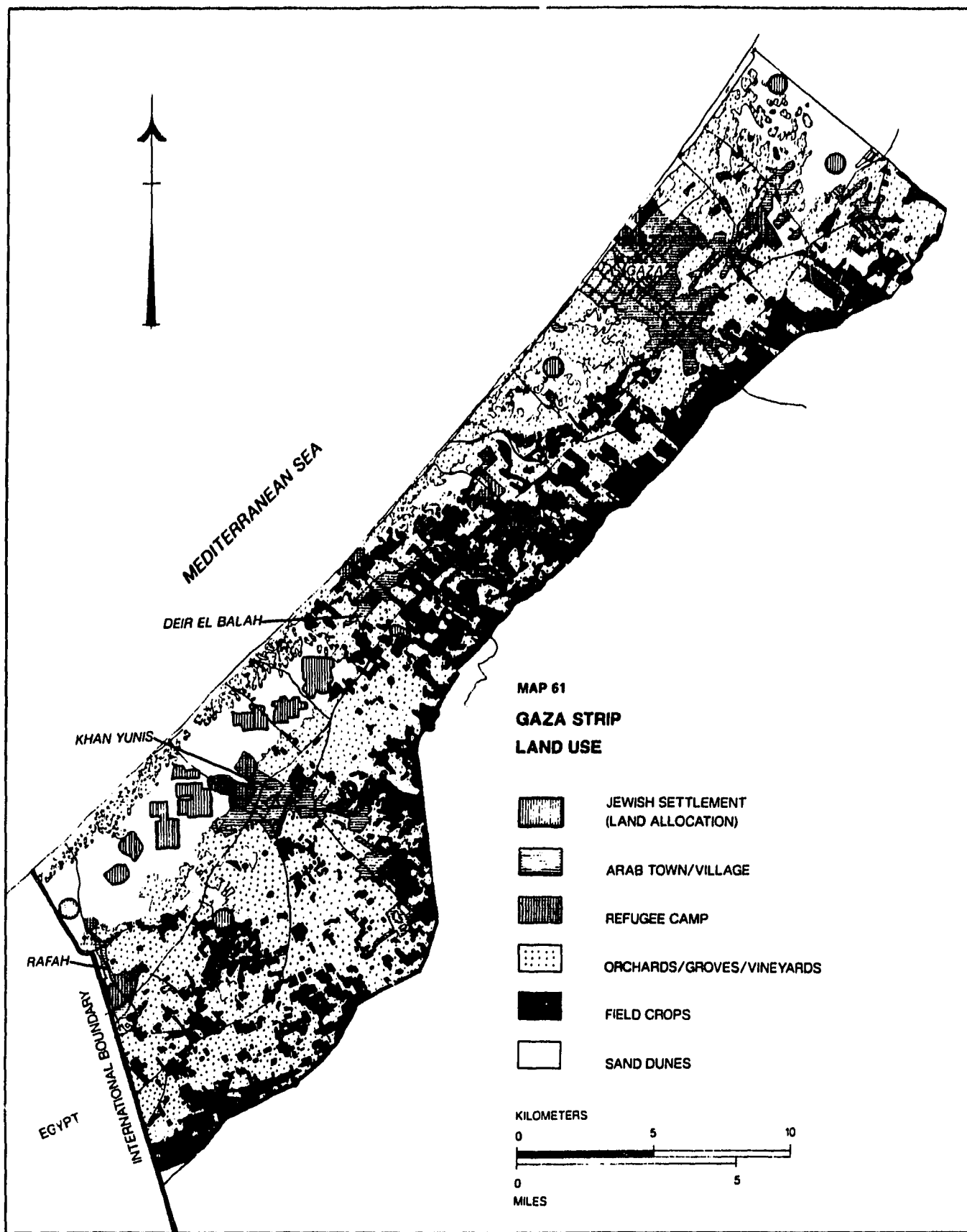
\* Registered workers only

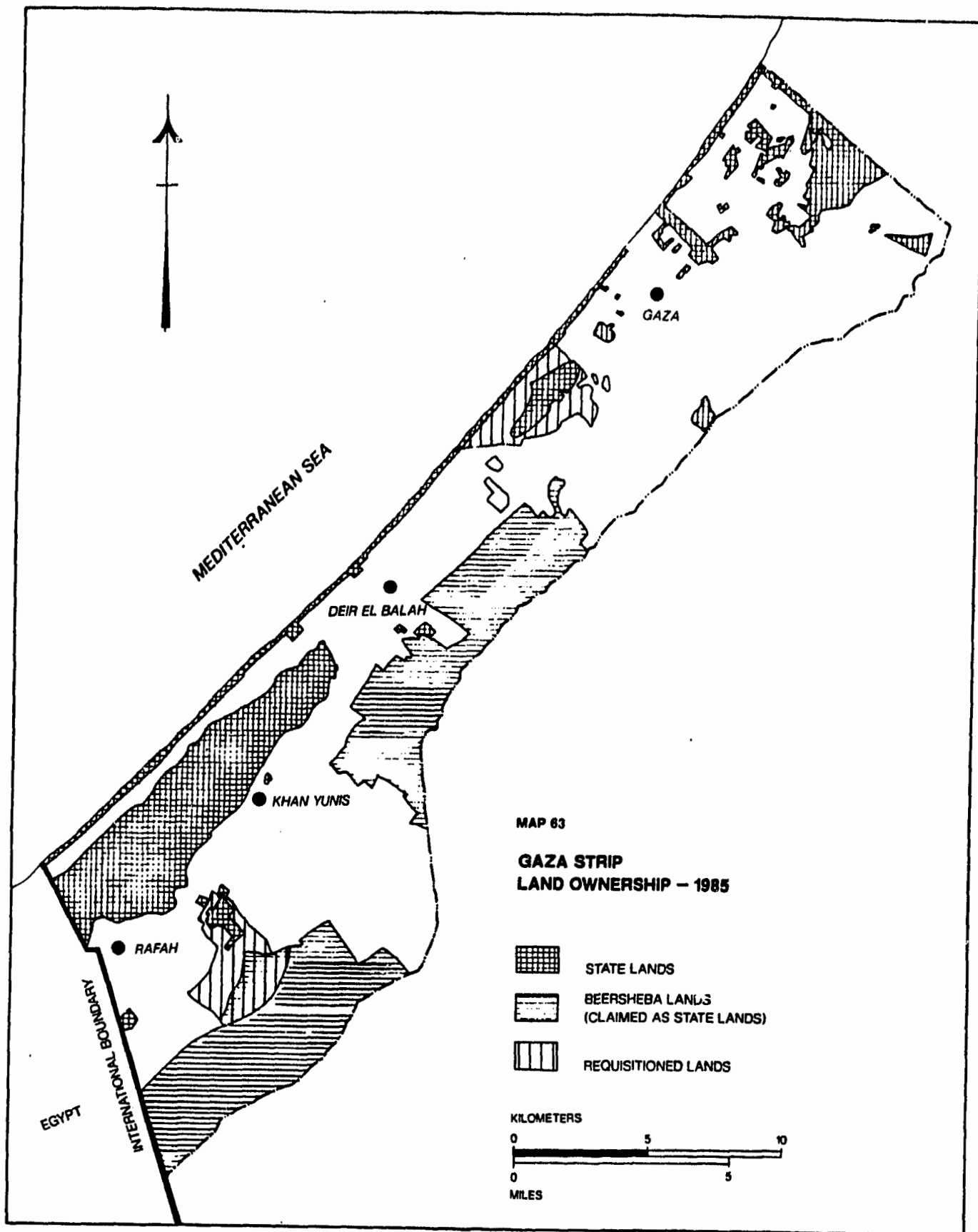
\*\* Not available

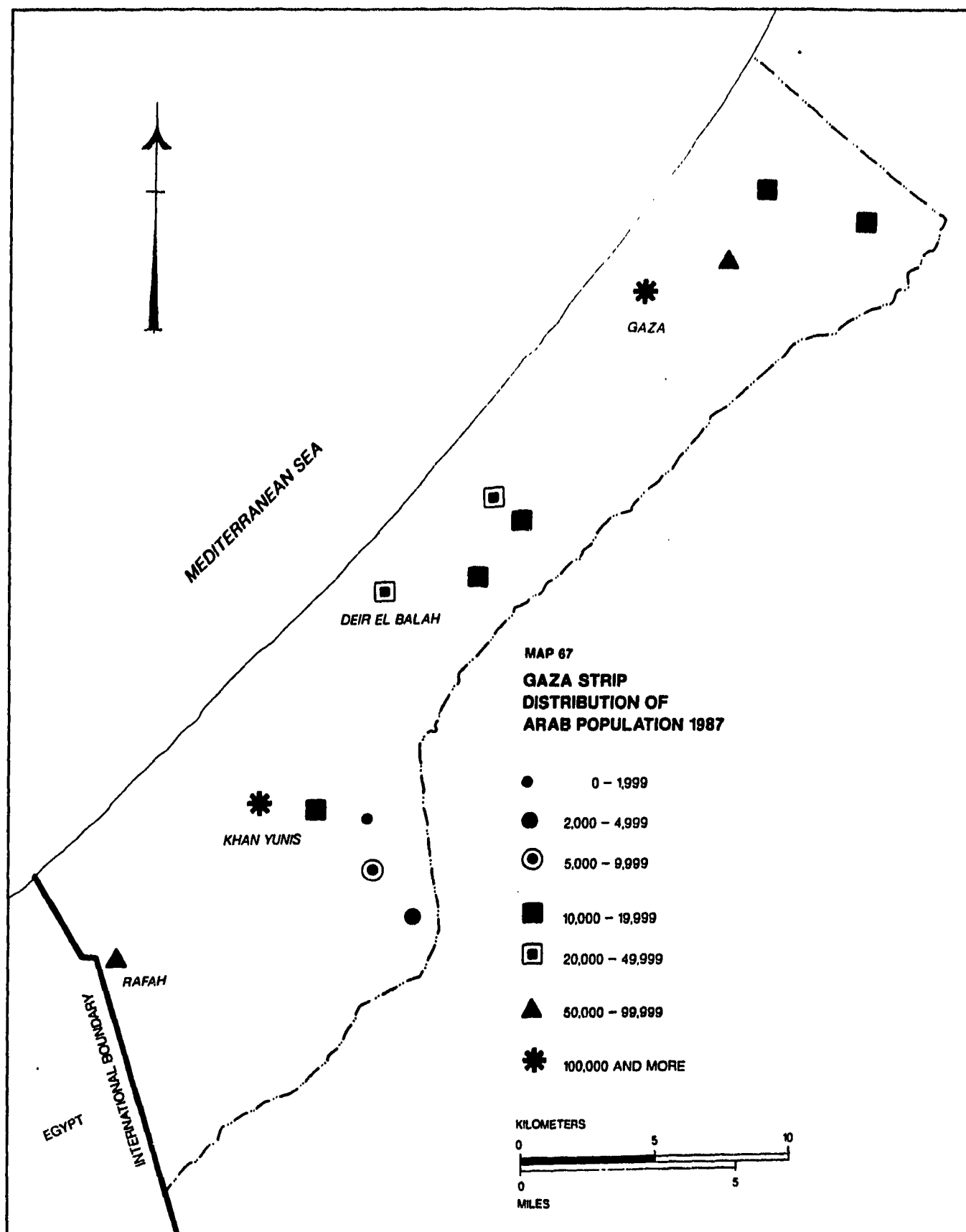
Source: Civil Administration

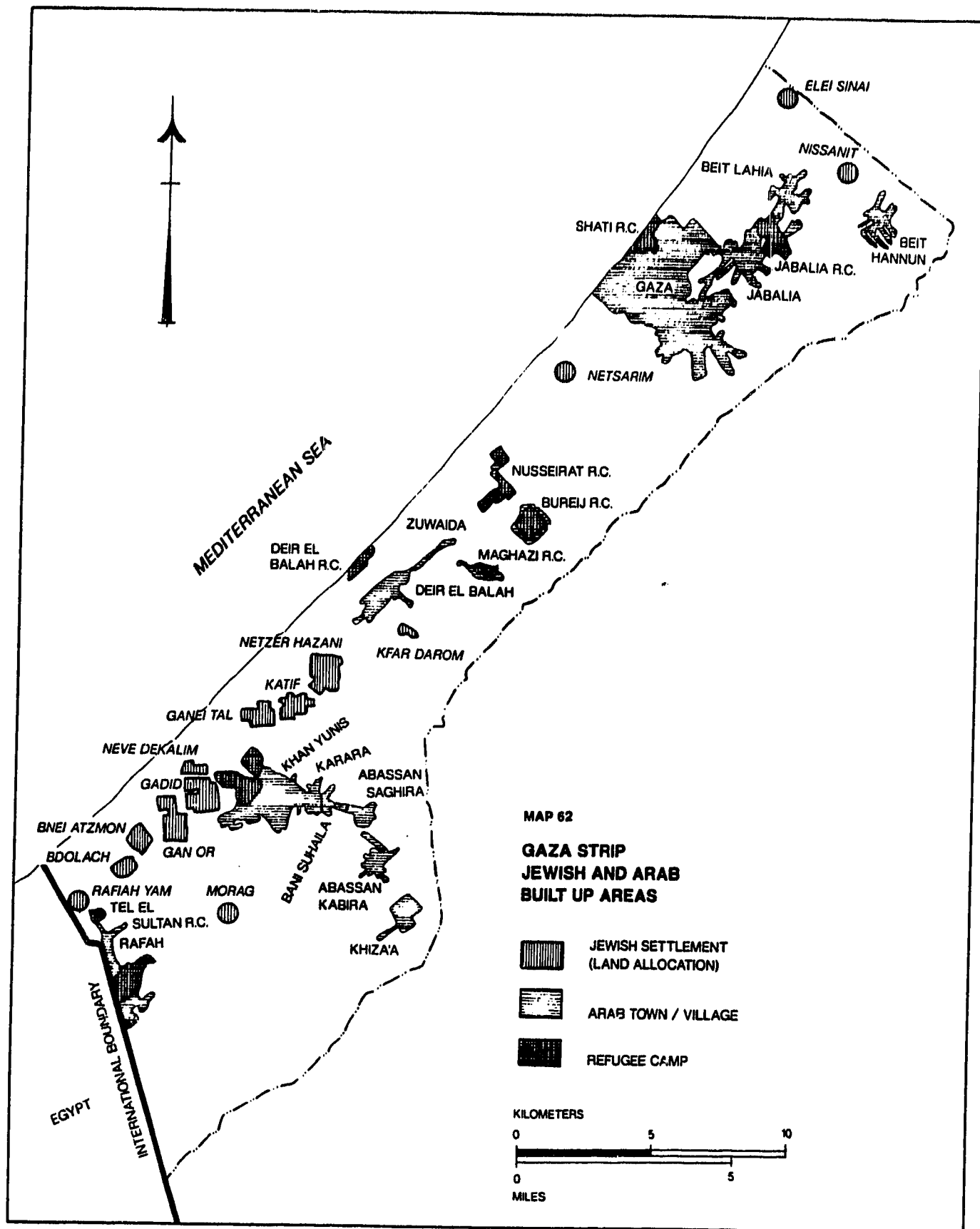
135











140



## GAZA STRIP

### 1) General Indicators (1986)

1. Total population (1987)	633,000
Total population (1967)	390,000
2. Refugees	367,000
Refugees in camps	182,000
3. Natural increase 3.2% (annual)	
4. 59.0% of the population is under 19 years	
5. 77.0% of the population is under 29 years	
6. Work force	92,000
7. Employed in Israel	41,700
8. Density per sq. km. 1,730 (compared with 198 in Israel and 193 in the West Bank)	
9. Number of government schools (all levels)	98
Number of students	76,500
10. Number of UNWRA schools	145
Number of students	90,000
11. Number of hospital beds	935
Occupancy rate	70%
12. Beds per 1,000 population (1974)	2.4
Beds per 1,000 population (1985)	1.6
13. Cars per 1,000 population (1976)	20.4
Cars per 1,000 population (1986)	46.1
14. Per capita water consumption	35.0 cu.m./A
15. Household electricity consumption	0.56 kwh
16. Telephone lines	14,200
17. Telephone exchanges	5 manual, 1 automatic
18. Central sewerage systems	3 localities
Cesspits	13 localities
19. Total construction in government housing projects (by 1985)	1,440 rooms
20. Plots allocated for build-your-own projects	6,382
21. Total MG development budgets (1983-87)	US\$ 68.7 million
22. Per annual capita public consumption (including UNWRA)	US\$ 186
23. Net transfer to Israeli Treasury (surplus emanating from government transfers less government revenues, 1985)	US\$ 9.7 million

**LAND USE (GAZA STRIP)**  
(in dunams)

Built-up Areas (Arab)		56,500
Jewish Settlements (land alloc.)		37,000
<i>Cultivated Land (Arab)</i>		
Under irrigation	110,000	168,000
Rainfed Crops	58,000	
Sand dunes and barren		103,500
<b>Total</b>		<b>365,000</b>

**CITRUS PRODUCTION IN THE  
GAZA STRIP**

	Area Under Production (dunams)	Total Yield (tons)	Yield/ Dunam (tons)
1967/68	35,000	91,000	2.60
1971/72	63,000	176,000	2.80
1973/74	72,000	197,000	2.74
1974/75	70,000	210,000	3.00
1975/76	70,000	243,000	3.47
1977/78	70,000	186,000	2.66
1978/79	70,000	189,000	2.70
1979/80	70,000	172,000	2.46
1980/81	71,579	179,000	2.50
1981/82	71,470	201,000	2.82
1982/83	69,200	166,500	2.41
1983/84	66,710	159,500	2.39
1984/85	66,000	175,700	2.66
1985/86	65,340	137,000	2.10

Note: Increased salinity of the water (identified as an increase of .15-.20 mg. Cl. / year) was said to be responsible for the decrease in area planted and the decrease in yields.

**FRUIT TREE AREA IN THE  
GAZA DISTRICT (000 DUNAMS)**

	Almonds	Grapes	Olives	Dates	Other*	Total
1966	25.0	9.5	3.5	3.0	2.0	43.0
1974/75	30.0	9.0	7.5	5.0	2.0	53.5
1979/80	30.0	8.0	10.5	2.5	1.0	52.0
1981/82	23.5	8.2	11.0	2.0	3.4	48.1
1984/85	23.4	8.0	11.0	2.0	3.8	48.2
1985/86	20.0	7.8	11.3	2.0	4.4	45.5

\* "Other" includes: Apricot, Avocado, Pecan, Mango, Guava, Figs, Prickly Pear, etc.

Note: Recently Guava has gained in popularity, with some produce being exported to Jordan.

Recent plantings increased as follows:

1981/82      1,900 dunam  
1984/85      3,300 dunam

Source: Ministry of Agriculture, Gaza.

142

**1985 GDP, EMPLOYMENT AND PRODUCTIVITY IN ISRAEL, WEST BANK AND GAZA STRIP\***

	Israel		West Bank		Gaza Strip		WB/GS		WB/GS as % of Israel
	\$ mill.	%	\$ mill.	%	\$ mill.	%	mill.	%	
<b>Gross Domestic Product*</b>	22,050	100.0	694	100.0	249	100.0	943	100.0	4.3
Agriculture	1,323	6.0	209	30.2	44	17.8	253	26.9	19.1
Industry	5,513	25.0	55	7.9	22	8.7	77	8.1	1.4
Construction	1,764	8.0	110	15.8	44	17.8	154	16.4	8.7
Services	13,450	61.0	320	46.1	139	55.7	459	48.6	3.4
	Thous.	%	Thous.	%	Thous.	%	Thous.	%	%
<b>Employed</b>	1,457	100.0	103.7	100.0	48.9	100.0	152.6	100.0	10.5
Agriculture	92	6.3	28.4	27.4	8.8	18.0	37.2	24.3	40.4
Industry	332	22.8	16.7	16.1	7.9	16.2	24.6	16.1	7.4
Construction	115	7.9	12.8	12.3	4.1	8.4	16.9	11.1	14.7
Services	918	63.0	45.8	44.2	28.2	57.4	73.9	48.5	8.1
	\$	%	\$	%	\$	%	\$	%	%
<b>GDP/Employment</b>	15,130	100	6,690	100	5,090	100	6,180	100	40.8
Agriculture	14,380	95	7,360	110	5,000	98	6,800	110	47.3
Industry	16,600	110	3,290	49	2,780	55	3,130	51	18.9
Construction	15,340	101	8,590	128	10,730	211	9,110	147	59.4
Services	14,150	97	6,990	104	4,930	97	6,210	101	42.4

\* Source: Statistical Abstract of Israel, 1986 and Administrative Territories Quarterly, December 1986.

\*\* At factor costs for the West Bank and Gaza Strip and for Israel in market prices. Both at exchange rate of 1.179 NIS = \$.

\*\*\* Includes 89,000 workers from WB/GS.

**APPENDIX I**  
**CDP AND ANERA STAFF AND CONSULTANTS**

## CDP ANERA STAFF AND CONSULTANTS

### CDP Long Term Expatriate Staff

D. L. Hovendeck	Chief of Party	March 1985 - March 1986
David Davies	Training Advisor	June 5, 1985 - Present
Don Thomas	Chief of Party	May 4, 1987 - Jan. 1, 1989
Richard Neis	Credit Advisor	Dec. 1, 1987 - Dec. 1988
Jack Edmundson	Chief of Party	Jan. 15, 1989
Phil Brown	Credit Advisor	Jan. 15, 1989

### CDP Short Term T.A. Utilization

#### A. From U.S.

1.	David L. Davies	March - June 1986	Project Startup
2.	Len Wooton	Aug. - Oct. 1986 Jan. - April 1987 May - July 1988	Marketing
3.	John Evavold	Aug. - Oct. 1986 Dec. 1986 - Feb. 1987 March 1987	Management
4.	Gene Ott	Aug. - Oct. 1986	Extension
5.	Marshall Burkes	Aug. - Sept. 1986	Credit
6.	Bard Jackson	Oct. - Nov. 1986	Elect. Coops
7.	Leo Pastore	May - June 1987	Internal Evaluation
8.	Jack Edmondson	June - July 1987	Housing
9.	Edgar Altman	Oct. 1988	Beekeeping
10.	Allan Jones	Oct. 1988	Beekeeping

**B. Retained locally**

11. Wendy Leblanc	June - Aug. 1987	English Training
12. Tina Davies *	July 1987	Video Script
13. Joan Abed *	Nov. 1987 - April 1988	Library
14. Wafa Dajani	July - Dec. 1988	Computer Program for Coop. Eval.
15. Dr. A. Totah	July - Oct. 1988	Animal Diseases
16. Majeda Salem	Aug. - Oct. 1988	Women's Coop.

\* served on an hourly basis within time frame shown

**ANERA Field Office Positions (Full Time)**

**Jerusalem Office**

Middle East Representative	Lance Matteson
Deputy Representative	Ibrahim Matar
Administrative Assistant	Marie Malone
Clerk-typist	Samar Nasser
Cooperative Consultant	Adnan Obeidat
Agronomy Consultant	Kamal Khereisha

**Gaza Office**

Gaza Consultant	Issam Shawa
Clerk-typist	Sabah Mughrabi
Messenger	Younis Abu Sha'ban

## ANERA's Short Term TA Utilization

Short term (2-8 weeks):

<u>Name</u>	<u>Tasks</u>
1. Dr. Kasimatis (horticulturalist, phyloxera specialist)	Assist in design and technical guidance of phyloxera control project with Hebron Ag Mark Coop. and train coop project staff.
2. Mr. M. Burkes (finance/credit expert)	Assist in detailed design of coop credit project in followup of prior WB/G research for CDP.
3. Mr. R. J. Kachinsky (environmental engineering consultant)	Assist in assessment and specific recommendations re waste disposal for slaughterhouses (following up earlier WB/G consultancy for AID), re stormwater project, and re new locally-generated project concept of sewage-recycling for irrigation.
4. Drs. Wazwaz, Salim (local computer experts and teachers)	Design specifications for coop computer project and give technical rankings for bidders.
5. Dr. Munther Al-Massri (technical and vocational training expert, Amman)	Do pre-feasibility study in English and Arabic for a post-secondary technical training institution in Gaza.
6. Ms. Issmat Ateereh (development consultant, local)	Evaluate selected ANERA projects involving women's organizations and dairy/livestock projects from WID perspective. Present project recommendations re women's enterprises in WB/G.
7. Various AID specialists e.g., Mr. Abe Grayson	Assess ANERA AID project building structures as to engineering.

Part time (3-6 months +):

<u>Position</u>	<u>Tasks</u>
1. Veterinary, livestock, & dairy consultant	Assist in detailed design and implementation of 7 dairy & livestock projects (specified), with special responsibility for veterinary oversight.
2. Irrigation and water resources consultant.	Assist in detailed design and implementation of 4 specified irrigation projects and technical assistance for 2 completed ones.
3. Managerial consultants for:	Act as consultant to coop and manager-in-training:
a. Khan Younis Ag. Mark. Coop	a. Strengthen professional management of the coop, especially for the new nursery.
b. Halhul Municipality	b. Strengthen technical management of City re market refrigeration system. Receive special training to this end.
c. Seven dairy/livestock coops (five, almost six such consultants in place)	c. Strengthen technical and business management capability of coop.
4. Professional auditor (ongoing local retainer)	4. Audit ANERA project institution accounts prior to next project disbursement.
5. Attorney (periodic local engagement -- 3 different local specialists consulted in past 2 years)	5. Address legal problems encountered in projects.



**APPENDIX J**  
**ANERA PROJECT TRACKING SYSTEM FORMS**

749

## ANERA PROJECT REPORT

1. Local institution: \_\_\_\_\_

2. Project description: \_\_\_\_\_

3. ANERA project file no.: \_\_\_\_\_ ANERA responsible: \_\_\_\_\_

4. Grant status-- a. total grant agreed (max.): \_\_\_\_\_  
b. amount disbursed to date: \_\_\_\_\_  
c. grant balance: \_\_\_\_\_  
d. local contribution agreed: \_\_\_\_\_  
e. local outlays to date: \_\_\_\_\_

5. Overall status of project (what has been done to date?):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Particular successes or breakthroughs in the project:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Particular problems or obstacles in the project (and advised solutions):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Next steps:

Goal

Target Date

a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

9. Training and technical assistance issues and needs:

a. Training: \_\_\_\_\_  
\_\_\_\_\_

b. Technical: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Other remarks (use back as necessary): \_\_\_\_\_  
\_\_\_\_\_

Initialled by responsible: \_\_\_\_\_ Date of report: \_\_\_\_\_

TOUR REPORT

DATE OF VISIT \_\_\_\_\_

PRIMARY PERSONS MET \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

SUMMARY OF TOPICS 1) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

3) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

(CONT. REVERSE SIDE)

HAS AN ADDITION/  
SUBTRACTION/CHANGE  
BEEN MADE IN PLAN  
OF ACTION \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HAVE YOU MADE ENTRY  
ON PLAN OF ACTION (YES) (No)

SIGNED \_\_\_\_\_

1. PROJECT FILE NO.:
2. LOCAL INSTITUTION:
3. PROJECT DESCRIPTION:
4. GRANT AGREEMENT DATE:
5. IMPLEMENTATION PLAN DATE:
6. GRANT AGREEMENT TOTAL \$
7. ANERA RESPONSIBLE (INITIALS)

## ANERA GRANT DISBURSEMENTS

DATE	PURPOSE	INITIALED	AMOUNT	BALANCE
------	---------	-----------	--------	---------

**APPENDIX K**  
**BACKGROUND INFORMATION**

## **ANERA MARKETING**

After a statement from GOI that they would not object to the WB/G shipping their produce directly to European markets, ANERA worked with a local marketing cooperative to draft a specific request to GOI to be able to ship direct.

The EEC helped develop a formal agreement between GOI and the WB/G to sell produce directly to markets in Europe. In the future they will only be involved if there are problems with GOI. The arrangements now are individual business transactions between the buyer and seller. The agreement was signed by a representative of the Agricultural Cooperative Union, the Benevolent Society of Gaza and the Israeli Interministerial Committee on October 10, 1988.

With the general GOI agreement, there is also a yearly WB/G marketing plan that has to be submitted for GOI approval, stating what produce will be shipped and in what amounts. WB/G can then obtain an export license.

Security checks on produce to be shipped will be made at the place of origin so that there will be no delay enroute to the place of overseas transportation.

A person from the Netherlands paid by EEC is assisting the citrus growers in Gaza in their activities to export grapefruit and oranges to the Netherlands.

A person from France paid by France has been assisting growers in the Jordan Valley in their activities to export eggplant and peppers.

An additional person to be paid by EEC will also help the Marketing Coop and its members in their export activities.

A packing shed is now under construction at Jiftlik. Grading and packing equipment will also be installed. ANERA is helping with grants for these items.

CDP has agreed to train five Agricultural Engineers for the Agricultural Union when they are hired. CDP has also been trying to obtain JCO, GOI and local coop agreement on sending eight people to Cyprus for training in marketing for two weeks.

The Marketing Union and the marketing coops are both identifying new crops to introduce for export, as well as developing additional overseas markets.

There has been little assistance given to the Agricultural Marketing Union in selling olive oil or to Kalandia and Serif Handicraft coops in selling their handicrafts.

Little work has been done in import substitutions for crops such as onions, potatoes and almonds. Storage of onions and

potatoes will help in this. Potatoes sell for 80 fels for 1 kilo at harvest and can go up to 200 fels for 1 kilo a month after harvest.

Possible future activities for the Marketing Union or Cooperatives are:

- Establishment of a market news service
- Establishment of grades and standards, uniform weights and measures
- Volume purchases of containers for vegetables, fruit and olives
- Assistance to Marketing Union in the actual sale of olive oil
- Commingling of olives to be pressed for sale
- Provision of transport services

#### MARKETING UNION

The objective of the marketing union is to assist the district marketing coops in marketing agricultural products of the West Bank. Farmers' marketing needs have been discussed informally in the various districts since 1967; plans were started in 1978 towards the formation of marketing coops in each district. The Marketing Union was registered in 1987.

The union membership is composed of 8 members from each marketing coop in seven districts. Bethlehem has none. Any farmer can join a district marketing coop. The management committee of the union is composed of the manager of each district marketing coop. The head of the Agriculture Department is an advisor. Each district has a marketing committee composed of three members of the Marketing Union and two members from the District Marketing Coop. At present, the Union only employs a manager. It expects to add some of the cooperative staff now paid by JCO after January 1, 1989.

The Union has developed a budget for its activities in assisting member cooperatives in developing grading, packing, refrigeration, transportation and supply facilities as well as in developing markets. Union trucks when purchased will transport produce to Jordan to reduce cost per load from 500 to 100 JD. Union trucks can be moved to different districts depending on the season.

Each district marketing coop will contribute 6000 JDs to the Union; 28,000 JDs have been received. There are presently 35,000 JDs for the operating expenses.

The Union has assisted in obtaining the marketing agreement with Israel with the Jericho Agricultural Marketing Coop in the Jordan Valley for 1,500 tons of eggplant and 300 tons of peppers that will be marketed in France. The Union is now negotiating with Italy to sell part of the 16,000 ton surplus of olive oil from this year's crop. The price of olive oil in the West Bank this year is 1 JD a kilo; last year it was 1.7 a kilo. A brand for the Union and for each cooperative is now being developed.

#### CREDIT

ANERA credit projects have not been too successful. There has been a history of "loose" credit developed by the non-repayment of loans to individuals through coops by Jordanian organizations. There have not been any lending organizations in operation in WB/G for over a generation.

ANERA credit project revolving loan programs are with Bethlehem Arab Women's Union/Rehabilitation Loan Committee, Kalandia Handicraft Cooperative, Ramallah Marketing Cooperative, Ramallah Poultry Coop and Tarqumiya Olive Press Coop. The examples below from Tarqumiya Olive Press in Hebron District has the highest repayment rate of any of the five coops.

VILLAGE	# OF MEMBERS	LOAN	REPAYMENT
DURA	82	11,826 JDS	1,625 JDS
TAFUOH	24	3,600	1,270
TARQUMIA	12	1,804	604
IDNA	12	1,486	641
BETULAH	8	1,160	217
HALHUL	8	1,050	225
HEBRON	7	976	197
SWER	1	150	15
NOUBA	1	150	15
BEIT AWA	1	100	0



The Jordanian Joint Committee previously made the loans listed in the Hebron District that have not been repaid.

<u>VILLAGE</u>	<u># OF FARMERS</u>	<u>AMOUNT</u>	<u>REPAYMENT</u>
DURA	104	25,161	0
TARQUMIA	84	8,300	0
IDNA	48	10,802	0
DAFOUR	45	10,050	0
BEIT ULAH	21	3,850	0
DER SAMETT	21	1,400	0
BEIT AWA	19	1,950	0
HARAS	16	2,700	0
NUBA	15	1,930	0
HALHUL	8	2,590	0
HEBRON	4	1,700	0
BEIT KAHIL	2	650	0
SEIR	1	250	0

MINIMUM LOAN 50 JDS

MAXIMUM LOAN 1000 JDS

Factors which will Deplete Unreplenished Loan Funds

"A currently popular method of providing funds for lending to members in a cooperative is to establish a revolving loan funds within a cooperative, usually in the form of a grant to the cooperative. However, unless the loans are repaid, the fund will be soon depleted. "Topping up" the loan fund will merely postpone the time to depletion -- and increase the amount of bad debts outstanding.

## OVERSEAS TRAINING

The following people were trained by the Land o' Lakes in "Managing the Coop Business" from 8.29.87 to 10.17.87.

Name	Present Occupation
Mohammed Omar Daoudi	Manager, Tarqumia Olive Press Coop
Mansour Khilfeh	Manager, Jericho Ag Marketing Coop
Ismail Masaoud AlHamad	Coop Director, Nablus Region
Waleed Alaeddin	Manager, Deir Sharaf Olive Press
Nabeeh Sudky AlAfen	Manager, Tulkarem Ag Marketing Coop

The following people were trained at UCC, Madison, in "Training Methodology" from 3.20.88 to 4.15.88.

Name	Present Occupation
Joseph Nesnas	CDP Administrative Manager
Bassam Daraghme	Executive Manager, Ag Engineers
Mansour AlGharaba	CDP Dairy Operations Field Educator
Nijad Ghannam	CDP Coop Promotion Field Educator
Arafat Dajani	CDP Marketing Field Educator

The following person was trained by AIC Washington DC in "Computers in Cooperatives" from 3.30.88 to 4.30.88.

Tayseer Edeas	CDP Computer Field Educator
---------------	-----------------------------

All are men with an average age of 35. The average length of training was 1.3 months.

In general, the training was useful to the participants interviewed.

Answers to the question on how to improve the next course were:

- o Visit offices, managers, general operations that are related to the conditions in the WB/G to obtain more transferable principles and practices.
- o Tailor the course to meet the needs of the country and its level of development.
- o Shorten the stay with farmer coop members to 2-3 days in the appropriate season; none if there are no activities related to conditions in WB/G.
- o Try to make it possible for each person to do two weeks of more specific learning in his chosen area.

- o Concentrate on a few subjects of interest to all the members of the group, such as marketing and individual areas of marketing.

Examples given of improved performance include:

- o Have changed on time: before there was no management of time; now think about time and its relationship to work.
- o Before were dealing with money; now are dealing with people's minds.
- o Is more aware of how to reach farmer's objectives.
- o Now have new information and skills.
- o Review proposals to determine if all or part is good; make notes on the positive and talk with people concerned.
- o Changes are taking place:
  - Have monthly reports on finance (in coop).
  - Fast follow up on loan non-repayment.
  - Take more time to discuss a problem before taking a decision.
  - Need to relate to farmers where they are to give ideas and to persuade.
  - Manager, Board of Directors and staff have clarified their roles and responsibilities.
  - Obtained an increase in hourly charge of a tractor by showing the Board of Directors the hourly cost.

#### Future Requirements

- o More training in management, feasibility studies, accounting. Will be continuous, as there is always a new generation.
- o Would like to know more about coaching consulting.
- o More training in mechanization/hydraulic systems, computers, hot house production.
- o Need to know the long term situation on the underground water supply.
- o Need a 2-year non-degree hands-on Agricultural College (like Cal Poly, California).

## **DEPARTMENT OF AGRICULTURE, W.B.**

The total number of employees of the Department of Agriculture is now 118, a reduction from 200 in 1975. Of this number, 53 are in the Veterinary Department, of which 14 are Doctors. Of the 65 Extension Agents, 24 are University graduates. There is one laboratory for soil analysis. (There is a need for additional laboratories to analyze soil, water, leaves and animal feed concentrates.) There is one Veterinary Laboratory in Ramallah. There were five functioning research stations in 1975; now there is only one, which produces commercial crops to pay for salaries and other expenses.

The following are the number and type of Department of Agriculture extension service personnel in each District:

Nablus: One each specializing in Horticulture, Laboratory/soils, Animal Husbandry, Field Crops, and General Extension.

Jenin: One each specializing in Field Crops, Vegetables, Animal Husbandry and General Extension.

Tulkarem: One each specializing in Irrigation Extension, Animal Husbandry, Horticulture, Vegetables.

Ramallah: One each specializing in Animal Husbandry, Horticulture, General Extension, and Field Crops.

Hebron: One each specializing in General Extension, Animal Husbandry, Soil and Plant Protection.

Jericho: One each specializing in Irrigation, Vegetables, Plant Protection and Animal Husbandry.

From an outside evaluation, there are at least two in most districts who are rated as good; a total of 13 in all. These staff can support coops, their members and CDP field educators.

**WEST BANK AND GAZA STRIP COOPERATIVE NETWORK  
FOR ANERA REVOLVING FUND**

